Fiscal Year 2005 Short Range Transit Plan and Capital Improvement Program

September 2004

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ACE (Altamont Commuter Express)
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BART Parking
Regional Rail Transfer Point

FY05 SHORT RANGE TRANSIT PLAN and CAPITAL IMPROVEMENT PROGRAM Fiscal Years 2005 through 2014 San Francisco Bay Area Rapid Transit

F i n a l

Federal transportation statutes require that the Metropolitan Transportation Commission (MTC), in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, MTC requires each transit operator in its region which receives federal funding through the TIP, prepare, adopt and submit to MTC a Short Range Transit Plan (SRTP). This report has been prepared in conformance with MTC guidelines for SRTPs and Capital Improvement Programs (CIPs).

The preparation of this SRTP has been funded in part by a grant from the United States Department of Transportation (USDOT), through section 5303 of the Federal Transit Act.

The contents of this report reflect the views of the San Francisco Bay Area Rapid Transit District (BART), which is responsible for the facts, and accuracy of the data presented herein. The contents do not necessarily reflect the original views or policy of the USDOT. This report does not constitute a standard, specification or regulation, and does not preclude future labor contract negotiations or future BART Board deliberations regarding fares. All projects discussed are subject to state and federal environmental review as required by law. Specific projects and project funding are subject to approval by the BART Board of Directors. Projects that do not yet satisfy these requirements are proposed projects.

Copies of the FY05 Short Range Transit Plan and Capital Improvement Program will available on BART's website at www.bart.gov. Copies can also be obtained by sending an email to srtpcip@bart.gov or a request in writing to BART SRTP/CIP, 300 Lakeside, LKS-16, Oakland, California 94612 or by fax 510 287 4751.

Friends of BART:

BART has been voted the ***#1 Transit System in America*** by the American Public Transportation Association. This achievement was possible thanks to the hard work of BART staff and difficult decisions made by Board members over the past few years, as we navigated our way through a major economic downturn and opened one of the nation's only "plane-to-train" connections.

We also couldn't have accomplished this without the support of Bay Area voters or our passengers, whose fares helped fund a major ten-year, $1.2 billion capital renovation program, completed on time and on budget.

We have some difficult challenges ahead; however, we are confident we have the means to address these in the future. In the process, we continue to emphasize the following priorities to the District:

- continuing commitment to providing a quality level of **Customer Service**, including the safety and security of the system,
- ensuring that the BART system operates in a manner that continues the **Financial Stability** of the District, including pursuing necessary strategies to balance budgets annually,
- building support for the funding and construction of the District's **Earthquake Safety Program**,
- maintaining the BART system in good operating order by continuing to invest in **Renovation**, and
- focusing on the District's near- and long-term **System Capacity** needs, including both station projects and the District's car fleet.

This FY05 SRTP/CIP document is an all-encompassing look at the operating and capital challenges facing the BART District over the next 10 years. Detailed discussions of the five priority programs listed above, as well as the full range of other issues and projects being tackled by the BART District, are included in this document.

Public comments are welcome on this document throughout the year and will be incorporated, where appropriate, into subsequent documents. Please email your comments to srtpcip@bart.gov.

T. E. Margro

Thomas E. Margro
General Manager

TABLE OF CONTENTS

1. INTRODUCTION

1.1 BART's Mission/Vision 1-1

1.2 Purpose of SRTP/CIP 1-1

1.3 Changes from Previous SRTP/CIP Documents 1-1

1.4 BART District: Recent Events, Accomplishments and Challenges 1-2

1.5 Setting the Context: SRTP/CIP Relationship to Other BART Documents 1-4

1.5.1 Annual Operating and Capital Budgets 1-4
1.5.2 Strategic Plan 1-4
1.5.3 Station Access, Capacity and Comprehensive Plans 1-5
1.5.4 30-Year Plans 1-6
1.5.5 Fleet Management Plan 1-7

1.6 Setting the Context: BART District Relationship to Other Agencies and Their Documents 1-8

1.6.1 Federal and State Agencies 1-8
1.6.2 Regional Agencies 1-9
1.6.3 County Agencies: Congestion Management Agencies and Transportation Authorities 1-10
1.6.4 Other Transit Districts/Transportation Providers 1-11

2. SYSTEM BACKGROUND

2.1 System Description 2-1

2.1.1 Governance 2-1
2.1.2 Organizational Structure 2-1
2.1.3 BART Website 2-2

2.2 Major Components of BART's Existing Capital Facilities 2-3

2.2.1 Revenue Vehicles 2-4
2.2.2 Track and Right-of-Way 2-5
2.2.3 Yards and Shops 2-5
2.2.4 Stations and Access 2-5
2.2.5 Administration/Operations Control Center 2-6

2.3 Fares and Parking 2-6

2.3.1 Rail Fares 2-6
2.3.2 TransLink 2-7
2.3.3 ADA/Paratransit Fares 2-7
2.3.4 Parking Programs 2-8

3. CURRENT PERFORMANCE

3.1 Rail Service Description 3-1

3.2 Rail Ridership 3-2

3.2.1 Ridership History 3-3

3.3 Paratransit Service 3-8

3.4 BART Operating Performance Indicators and Standards 3-9

3.4.1 External Agency Audits 3-9
3.4.2 Performance Indicators and Standards 3-10

4. PLANNING AHEAD--OPERATING FORECASTS AND CAPITAL IMPROVEMENTS

4.1 Operating Plans 4-1
4.1.1 Ridership Forecast 4-1
4.1.2 Rail Service Planning Model 4-5
4.1.3 Operating Performance Objectives 4-6

4.2 Capital Improvement Program 4-8
4.2.1 Program Areas 4-8
4.2.2 System Reinvestment Program 4-8
4.2.3 Earthquake Safety Program 4-12
4.2.4 Service & Capacity Enhancements 4-15
4.2.5 System Expansion 4-26

5. FINANCIAL HEALTH--OPERATING BUDGETS AND CAPITAL FUNDING

5.1 Ten-Year Operating Financial Forecast 5-3
5.1.1 Operating Sources - Revenue 5-4
5.1.2 Operating Sources – Financial Assistance 5-6
5.1.3 Operating Uses – Expense 5-9
5.1.4 Operating Uses – Debt Service and Allocations 5-13
5.1.5 Potential Strategies to Reduce Forecast Deficits 5-14
5.1.6 System Expansion – Operating Financial Plans 5-19
5.1.7 Conclusion 5-22

5.2 Overview of the Capital Financial Plan 5-22
5.2.1 Background 5-22
5.2.2 Project Funding Status 5-23
5.2.3 Recent Developments in Overall Capital Program Funding 5-26

5.3 Financial Performance Indicators 5-33

Appendices

A: List of Acronyms

B: Station Access Inventory

C: Station Status Report

D: Capital Improvement Program Database

E: System Expansion – Operating Financial Plans (FY15 – FY29)

LIST of FIGURES

Figure		Page
1	FY05 Organization Chart	2-2
2	Rail Vehicle Inventory	2-4
3	Fare Components and Ticket Prices	2-10
4	Station-to-Station Fare Matrix	2-12
5	Rail Headways and Hours of Service	3-1
6	Rail Ridership	3-3
7	Rail Ridership Graph	3-4
8	Average Weekday Trips by Market Area	3-5
9	Market Area Ridership	3-5
10	Average Weekday Exits by Station	3-7
11	Performance Indicators and Standards	3-12
12	Fall 2003 Transbay Load Factors	4-3
13	Ridership Forecast	4-5
14	Rail Service Forecast	4-6
15	Performance Indicator Goals	4-8
16	Operating Financial History	5-2
17	Operating Financial Forecast	5-5
18	Operating Financial Forecast—Expanded System	5-20
19	Track One Program Capital Funding Sources	5-24
20	Track One Program Capital Needs	5-25
21	Financial Performance Indicators Forecast	5-36

1. INTRODUCTION

1.1 BART's Mission/Vision

The Vision and Mission of the San Francisco Bay Area Rapid Transit District (BART) are articulated in the District's Strategic Plan, which the BART Board of Directors adopted in 1999 and updated in 2002.

BART's Mission: To provide safe, clean, reliable, and customer-friendly regional public transit in order to increase mobility and accessibility, strengthen community and economic prosperity, and preserve the environment in the Bay Area.

BART's Vision: To be respected as a quality regional public transportation resource and leader, with unique competencies in regional rail, indispensable to the livability and vitality of the Bay Area community.

1.2 Purpose of SRTP/CIP

BART's Short Range Transit Plan (SRTP) and Capital Improvement Program (CIP) support and supplement the Strategic Plan. The documents detail the District's efforts to provide safe, reliable and efficient transit service to the San Francisco Bay Area. The SRTP and CIP frame the District's challenges in the upcoming decade by focusing on BART's strategic vision, operational requirements, capital requirements and underlying financial plans.

1.3 Changes from Previous SRTP/CIP Documents

The Metropolitan Transportation Commission (MTC), the principal regulatory agency requiring the documents, has encouraged transit agencies to move to a two-year document production cycle, with minor updates if necessary in alternating years. The current approach taken by the District was to completely rewrite the document in FY03 and again in FY05. Therefore, the current FY05 document provides a full analysis of all SRTP/CIP elements, and highlights new and updated information, compared to the FY03 adopted documents. The FY05 SRTP/CIP also extends the operating forecast and capital project needs and funding availability projections out to FY14.

The CIP portion of this document has had a complete update of the database associated with the BART District's capital planning efforts. Assumptions associated with that database can be found in *Appendix D: FY05 Capital Improvement Program Database*.

What has remained the same from the previous adopted SRTP/CIP, is that the SRTP and CIP are being produced as one single document, rather than two separate documents. The intention is to produce a more user friendly, less repetitive, single source of information about the District.

1.4 BART District: Recent Events, Accomplishments and Challenges

Numerous developments occurred within the BART District during FY03 and FY04 in the arenas of operating, system capacity, and access. A sample of those events are included here, some of them having been well publicized in other documents.

The four station BART-SFO Extension opened on June 22, 2003. Under construction since 1998, the project extends BART service south from the Colma Station in San Mateo County to the cities of South San Francisco, San Bruno, Millbrae, and also to the San Francisco International Airport (SFO or SFIA). The Millbrae Station has a direct cross-platform transfer with Caltrain, allowing riders to connect to commuter rail service down the Peninsula, to San Jose and beyond. The SFIA Station ridership numbers are at their predicted level, while the other stations have ridership numbers below budgeted levels due in some measure to the poor economy.

The Bay Area economic decline continues to affect the District. Over the past three years, BART has been coping with the worst revenue shortfall in its history. In order to balance the FY03 and FY04 operating budget under these difficult financial circumstances, BART implemented a combination of fare increases, parking charges, and budget cuts, and also used funds from one-time revenue sources. While these actions have allowed the District to make substantial progress towards stabilizing the long-term financial picture, the outlook for the near future foresees continuing economic pressures. Of the $784 million of state funds indicated in the CIP for various projects, $300 million has already been secured. Most of the remaining $483 million is shown in the CIP for funding advocacy purposes as desirable but not essential future fund programming, and if received would be utilized primarily for expansion and extension of the BART system. While programming of these funds is susceptible to pressures on the state budget, the projects which would

expend those funds are in no way critical to the ongoing operations or financial condition of the District. These projects would extend the BART system, and in that sense could be considered discretionary.

Work is basically complete on the original systemwide renovation program, begun in 1994. Projects such as A & B Car Renovation have concluded all of the work to the cars, with the exception of the warranty period, which will be complete in October 2004. Improvements to the District's revenue car maintenance facilities (shops) are also complete. New fare collection equipment, including ticket vending machines (TVMs), addfare machines, and faregates has been installed in each of the District's 43 stations. Other projects, such as Systemwide Elevator and Escalator Renovation, are nearly finished. Renovation needs are ongoing, however, and the completion of the original renovation program only means that more attention can be directed to future renovation programs, described further in Chapter 4 of this document.

Work continues on the BART District's Earthquake Safety Program (ESP).

BART received a California Environmental Quality Act (CEQA) exemption for necessary seismic work on the core system. That exemption will remain in effect through June 2005. Though soils investigations and some preliminary design work began in FY04, the bulk of the District's efforts have been directed towards finding funding to enable critical seismic retrofit work to be completed. District staff has pursued funding from a number of sources, with some small degree of success. The BART Board has voted to put a general obligation bond measure on the November 2004 ballot in Alameda, Contra Costa and San Francisco Counties. This bond measure and other ongoing efforts are outlined in Chapter 4 of this document.

The District has continued through the past year to enhance its security and safety activities. Programs to heighten employee and customer awareness of potential suspicious activities within the BART system have continued despite budget difficulties. Periodic emergency response drills were conducted through FY03 and FY04 at BART stations and facilities. Drills involved multiple departments within BART and numerous partnering law enforcement and emergency service agencies. The purpose of the drills is to test and hone emergency preparedness, internal and external notifications, response time, and general communication with other agencies. In FY04 and FY05 BART has engaged in a comprehensive anti-terrorist campaign, with efforts concentrated during significant events, such as during the national political conventions. Though the bulk of the activities are transparent to the public eye, the more visible elements

include the use of police and trained dogs to randomly inspect trains, stations and facilities.

While ongoing operational and budget challenges were presenting themselves, BART staff continued to analyze future system capacity needs, coming to a better understanding of what it will take to prepare BART to carry up to 500,000 riders. Progress has also continued to be made on numerous BART expansion projects.

Fiscal Year 2005 will mark the adoption of the next edition of the MTC's periodic update of their 25-year Regional Transportation Plan (RTP), and Regional Transit Expansion Plan (RTEP). The update process for this RTP, named "Transportation 2030" by MTC, began in June 2003 and is scheduled to take 18 months. BART continues to advocate having important District capital projects included as priorities within those documents. BART's relationship to these and other plan updates are described below, while numerous capital grant funding activities are detailed in Chapter 5.

1.5 Setting the Context: SRTP/CIP Relationship to Other BART Documents

1.5.1 ANNUAL OPERATING AND CAPITAL BUDGETS

The BART Board of Directors adopted the FY05 Preliminary Operating and Capital Budgets in May 2004, prior to the start of the 2005 Fiscal Year on July 1, 2004. The FY05 Budget provides the basis for the operating and financial outlook for the next ten years, which then in turn, allows future year budget decisions to be made within a long-term context. The SRTP includes a detailed analysis of revenue and expense components related to the annual operating budget. The FY05 Adopted Operating and Capital Budgets will be posted online at www.bart.gov as soon as they are available.

1.5.2 STRATEGIC PLAN

BART's Strategic Plan provides a platform for the decision making and planning processes directing the SRTP and CIP, as well as the annual budget. The Strategic Plan is composed of seven areas of focus, some of which build on the fundamental principles that have always guided BART's decision-making, such as commitment to customer service and to

District employees, dedication to fiscal prudence, and optimization of transit travel demand. Other Strategic Plan focus areas reconfirm objectives that have surfaced in the past decade as the system has matured, such as on-going reinvestment in the existing BART system. Land use, station area development and partnership building activities have also been elevated in their importance in recent years.

An annual Status Report on the District's progress relative to the Mission, Vision and Goals in the Strategic Plan is currently available as a companion document to the FY05 SRTP/CIP. The Status Report provides broader, longer range context in which to consider the more detailed plans and programs in the SRTP/CIP. The 2004 Strategic Plan Status Report was presented to the BART Board in February 2004. Where possible, changes in the goals, objectives and standards presented in the Strategic Plan Update have been incorporated into this SRTP/CIP. The 1999 adopted Strategic Plan and subsequent updates are available online at www.bart.gov.

1.5.3 STATION ACCESS, CAPACITY AND COMPREHENSIVE PLANS

Since the start of FY02, BART staff has been engaged in specific planning activities at several BART stations. Station Access Plans, Station Comprehensive Plans, and Station Capacity Plans are efforts that have been undertaken for various stations throughout the District. In FY03, Station Access Plans were developed for twelve stations. These station access plans look at the station setting, future development potential, community and rider demographics, all resulting in an "opportunities and constraints" assessment of various modes. These station access plans also resulted in Access Improvement Recommendation charts, which included capital projects now incorporated into the District-wide CIP database referred to throughout Chapters 4 and 5 of this document. Future planning activities will not focus exclusively on Access Plans, but will incorporate such information into the more all-encompassing Station Comprehensive Plans.

Along a similar timeline as the access plans, FY03 saw the first round of Station Comprehensive Plans produced, with a plan being developed for one station in each of the District's three counties. The Comprehensive Plans are wider in scope than the Access Plans, but also result, for the purposes of the SRTP/CIP process, in a list of projects that are incorporated into the CIP database. Fiscal Year 2003 saw Comprehensive Plans completed for Union City, Pleasant Hill and Balboa Park. For FY05, Comprehensive Plans are underway for the Bay Fair, El Cerrito Del Norte, Embarcadero, Richmond, 16th Street/Mission and Walnut Creek Stations. For FY06, Comprehensive Plans are planned to begin for the Ashby, Berkeley, Concord, El Cerrito Plaza, Glen Park, MacArthur, North Concord and Powell Stations.

During FY03 and FY04, BART staff also produced a system-wide document

entitled *Transit-Oriented Development Guidelines*. The guidelines are designed to help guide planning and development around BART stations. They address the BART customer experience, station area land use, and station circulation and access as they relate to transit-oriented development. The guidelines also consider the unique geography, transportation network and varied community priorities of the San Francisco Bay Area. The document is available online at www.bart.gov.

During FY03 and FY04, along with the *Transit Oriented Development Guidelines*, the District developed *BART Station Access Guidelines*. The *BART Station Access Guidelines* are intended to map out how BART can optimize access to stations by all modes. The guidelines focus on physical design issues and are intended as a resource for BART's partners. They are available upon request from the BART Customer Access Department.

In mid-FY04, a Joint Development Policy Review Panel was established to address significant topics hindering implementation of joint development on BART property. The Panel consists of the BART Board members who are on the Joint Development Liaison Committee (currently Directors Richard, Radulovich, Sweet and Snyder) and three regional agencies (MTC, ABAG and BAAQMD, described in more detail later in this chapter). The Panel is facilitated by the Center for Transit Oriented Development. The Panel began meeting in the spring of 2004 and will conduct Stakeholder meetings in fall 2004 with elected officials, developers, lenders and funding agencies. The Panel will then make policy recommendations to the full BART Board.

More details about these studies, and other station related activities can be found in Chapter 4. Station specific plans and projects can be found in *Appendix C: Station Status Report*.

1.5.4 30-YEAR PLANS

Given the ridership growth in the late 1990s, the age of the system's infrastructure, and continued pressure to expand the reach of the BART system, BART embarked in FY01 on three coordinated thirty-year capital planning studies. The available results of these studies are incorporated into this update of the CIP.

The System Reinvestment Study culminated in a plan for life cycle based renovation and replacement of BART's existing capital plant. The key question that this study addresses is: what resources will be necessary to simply maintain and operate the existing BART system safely and reliably far into the future?

The System Capacity Study looks at the bottlenecks in the system that limit capacity, and is in the process of identifying targeted investments for

optimal capacity benefit. The goal of this study is to determine which investments will be necessary to accommodate continuing ridership growth, while maintaining reliable operations and improving the system's ability to quickly recover from service disruptions.

In 2003, as part of the System Capacity Study, BART completed Phase 1 of a Station Capacity Plan process, inspired in part by the need to assess the impacts to the existing BART stations of the construction of a VTA/BART extension to San Jose. The results of the initial phase of the station capacity planning process projected cost estimates for capital project treatments to solve station capacity problems at each station, based on the station type. While acknowledging that there may be other non-capital solutions to station capacity problems, the project cost estimates from the Phase 1 study are included in the CIP, generally without any identified funding. As part of the capacity study efforts underway, the District is pursuing funding in FY05 to conduct a series of studies to look at the way the different rail lines, and clusters of stations, operate in relation to each other. The intent of such work is to pursue alternative solutions to capacity problems. These solutions could include operational or other improvements that might lower the estimated capital cost of solving existing and future capacity limitations.

The third element of the thirty-year studies is actually a group of Strategic Opportunity Assessments that BART is pursuing in an ongoing partnership with county Congestion Management Agencies (CMA) and other local partners. The studies examine the potential for expansion of the BART system through infill stations and system extensions. These overall studies also examine the potential impacts of expansion on the existing system.

1.5.5 FLEET MANAGEMENT PLAN

The BART Fleet Management Plan (FMP) is a document setting forth the District's detailed plans for acquisition, maintenance and use of its revenue vehicle fleet over an extended planning horizon out through FY25. During FY04, as a continuation of the ongoing 30-Year System Capacity Study, BART began a detailed update of the 1999 FMP. The document had most recently been updated in 1999, and prior to that in 1996. The results of the 2004 FMP update will be fully included into the subsequent revisions of the SRTP/CIP.

1.6 Setting the Context: BART District Relationship to Other Agencies and Their Documents

1.6.1 FEDERAL AND STATE AGENCIES

Federal Transit Administration

The Federal Transit Administration (FTA) is the primary federal entity with which BART interacts. The FTA has review authority over the federal environmental documentation produced on BART projects. The FTA regularly conducts reviews of the BART District to ensure compliance with federal regulations, such as Americans with Disabilities Act and Title VI. The results of those reviews are included in Chapter 3. In addition to acting as a review authority, a large portion of the capital grant funding programmed to BART passes through the FTA's accounts. Many of these programming decisions are made at a regional or county level (see below) with follow up applications and paperwork sent to the FTA. For example, State Transportation Improvement Program (STIP) funds are split into two segments, 11.5% of which is from state funds and 88.5% from federal sources. The federal portion of the funds is generally transferred to BART via the FTA, as opposed to the Federal Highway Administration (FHWA). There are a few exceptions to this rule, however, such as FHWA being the federal agency involved with the BART Earthquake Safety Program. More information about the United States Department of Transportation (USDOT) can be found on their web page at www.dot.gov. Similarly, the FTA web page is at www.fta.dot.gov.

California Transportation Commission

At the State level, the primary decision making body on the funding of capital projects is the California Transportation Commission (CTC), although the Governor and the State Legislature occasionally have a direct impact on the funding of transportation projects. The CTC was created in 1978 and is responsible for the programming and allocating of funds for the construction of highway, passenger rail and transit improvements throughout California. The CTC adopts the STIP on a biannual basis. The STIP consists of 75% of the funds programmed decided on at the regional or county level and 25% decided on at the state level (commonly referred to as the Inter-regional Transportation Improvement Program (ITIP)). More information can be obtained about the CTC on their web site at www.catc.ca.gov.

Caltrans

The California Department of Transportation (www.dot.ca.gov), otherwise known as Caltrans, acts as the staff to implement the actual programming, transfer and monitoring of grant funded projects decided upon

by the CTC. Caltrans programs are administered regionally through numerous geographic districts. BART is located within Caltrans District 4.

1.6.2 REGIONAL AGENCIES

Association of Bay Area Governments

The Association of Bay Area Governments (ABAG) is owned and operated by the cities and counties of the San Francisco Bay Area. It was established in 1961 to protect local control, plan for the future, and promote cooperation on area-wide issues. Since 1973, ABAG has been producing economic and demographic projections every two years. *Projections 2003*, the most recently produced forecast document, is the first to incorporate a series of proactive policy assumptions regarding land use. These policy assumptions were developed over a two-year period, culminating in March 2002 with the release of the *Regional Smart Growth Vision*. Essentially, the intention of these policy assumptions is to promote sustainable growth, which is best described by ABAG as "development that revitalizes central cities and older suburbs, supports and enhances public transit, promotes walking and bicycling opportunities, and preserves open spaces and agricultural lands". The *Projections 2003* document assigns growth potential to local jurisdictions following approximately the pattern that the Smart Growth Vision intended. BART uses ABAG's population and employment projections for ridership forecasting and station area planning.

Bay Area Air Quality Management District

The Bay Area Air Quality Management District (BAAQMD) was the state's first regional agency dealing with air pollution and was created by the California Legislature in 1955.

The BAAQMD's mission is to achieve clean air to protect the public's health and the environment. The BAAQMD's major goals include attaining and maintaining air quality standards and increasing public awareness of positive air quality choices. The BAAQMD jurisdiction encompasses all of seven counties - Alameda, Contra Costa, Marin, San Francisco, San Mateo, Santa Clara and Napa, and portions of two others - southwestern Solano and southern Sonoma.

The BART District occasionally receives capital and operating funds for various projects from the BAAQMD, including funds for the unique campaign during Summer 2004 providing free morning rides on BART for the first five weekdays declared "Spare the Air" days.

Metropolitan Transportation Commission

The Metropolitan Transportation Commission (MTC) is the transportation planning, coordinating and financing agency for the nine-county San Francisco Bay Area. Created by the state Legislature in 1970, MTC functions as both the regional transportation planning agency -- a state designation -- and for

federal purposes, as the region's metropolitan planning organization (MPO). As such, it is responsible for the RTP, a comprehensive blueprint for the development of mass transit, highway, airport, seaport, railroad, bicycle and pedestrian facilities. The Commission also screens requests from local agencies for state and federal grants for transportation projects to determine their compatibility with the plan. The Transportation Improvement Program (TIP), a comprehensive listing of transportation projects eligible to receive federal funding or subject to a federally required action, is updated for the Bay Area by MTC.

The RTP is updated every three years and has several subset documents that are relevant to BART and are updated less frequently, such as the Regional Transit Expansion Plan (RTEP). Both the RTP and the RTEP (current MTC Resolution No. 3434), were updated and adopted by the Commission in FY02. Those updates are available on the MTC's web page, www.mtc.ca.gov, and are incorporated into this FY05 BART SRTP/CIP. The next RTP update, entitled Transportation 2030 by MTC, began in June 2003 and is expected to conclude by the end of calendar year 2004. Resolution No. 3434 is also being re-examined as part of this next RTP update.

In addition to those various planning activities, predominantly directed towards funding capital projects, MTC also manages certain State funds used for transit operations, such as State Transit Assistance (STA) and Transportation Development Act (TDA) funds. These sources are addressed further in the Operating Financial Plan in Chapter 5 of this document. Since 1997, MTC has also administered the base $1 toll from the Bay Area's seven state-owned toll bridges. MTC is also the administering agency for the third dollar collected on Bay Area bridges as a result of the March 2004 approval of Regional Measure 2. STA, TDA and Bridge Toll funds are also occasionally used in BART capital projects.

1.6.3 COUNTY AGENCIES: CONGESTION MANAGEMENT AGENCIES AND TRANSPORTATION AUTHORITIES

Passed by California voters in 1990, Proposition 111 added nine cents per gallon to the state fuel tax to fund local, regional and state transportation projects and services. It also required urban counties to designate a congestion management agency, whose primary responsibility is to coordinate transportation planning, funding and other activities in a congestion management program. Thus were created the county-level Congestion Management Agencies. In addition, the 'self-help' counties, which voted for sales tax measures to contribute to transportation funding, created "Transportation Authorities" to manage the expenditure of those transportation sales tax dollars collected. Some Congestion Management Agencies completely combined their CMA functions with the functions of that county's Transportation Authority, while others did not. For example, the

San Francisco County Transportation Authority (SFCTA) holds both the Congestion Management Agency's functions and the sales tax management authority. Alameda County, on the other hand, has a separate transportation authority to manage the sales tax projects and programs, and a Congestion Management Agency to hold CMA functions such as creating a Countywide Transportation Plan and recommending programming State Transportation Improvement Program dollars.

While county transportation sales tax expenditure plans are developed at varying times, depending in part on when existing transportation sales taxes expire, Countywide Transportation Plans are updated on cycles similar to the MTC's Regional Transportation Plan. Like with the RTP, the CMA's last adopted Countywide Plan Updates in 2001 and have begun updating those documents in conjunction with MTC's Transportation 2030 regional transportation plan update. Each county is on a slightly different schedule, but all are expected to supply their planned list of transportation projects in adequate time for inclusion in the Transportation 2030 update process by the end of 2004.

In general, Countywide Transportation Plans address capital project funding only, while transportation sales tax expenditure plans can also address transit operating subsidies, such as paratransit funding. During 2003, MTC transferred some of its responsibility for programming "smart growth" related funding to the individual CMAs. Individual agency web pages for CMAs and Transportation Authorities, with which the BART District has frequent interactions, include the following:

- Alameda County Congestion Management Agency (ACCMA) - www.accma.ca.gov,
- Alameda County Transportation Authority and Transportation Improvement Authority (ACTA/ACTIA) - www.acta2002.com,
- Contra Costa Transportation Authority (CCTA) - www.ccta.net,
- San Francisco County Transportation Authority (SFCTA)- www.sfcta.org,
- Santa Clara Valley Transportation Authority (VTA) - www.vta.org, and
- San Mateo County Transportation Authority - www.smcta.org.

1.6.4 OTHER TRANSIT DISTRICTS/TRANSPORTATION PROVIDERS

BART often forms short and long term partnerships with other transit districts and transportation providers in order to reach common goals. Each of these partnerships has unique funding and responsibility arrangements. These partnerships have been formed to complete the construction of smaller capital projects, such as the AC Transit/BART intermodal facilities at several BART stations, and to orchestrate the construction and/or operations of larger

BART-related projects, such as with the two agreements described in the following paragraphs. Generally partnerships between BART and other transit districts and transportation providers have occurred within the confines of the BART District. Since 1990, however, BART has entered into extensive agreements to provide service to two counties outside of the District.

The two main agreements with transportation providers outside the BART District are with San Mateo County Transit District (SamTrans) in San Mateo County and the Santa Clara Valley Transportation Authority (VTA) in Santa Clara County. The development of both agreements was the result of extensive negotiations driven by the desire to complete BART rail facilities to important traveler destinations outside of the existing BART District. In the case of SamTrans, the agreement covers the extension to the San Francisco Airport and four other stations in San Mateo County. In the case of VTA, the agreement covers the proposed extension to San Jose and other cities in Santa Clara County.

The 1990 BART-SamTrans Comprehensive Agreement, and its subsequent amendments, covers the service being provided to San Mateo County. The general details of the agreement include the following: passenger fares are used for operating expenses calculated per the terms of the Comprehensive Agreement; SamTrans is responsible for paying BART any operating costs not covered by passenger fares; fare revenue in excess of operating costs will be credited first towards SamTrans' remaining capital funding obligations to the BART-SFO Extension project and then towards repayment of a MOU advance made to the project by BART, SamTrans and MTC. Once those obligations have been covered, passenger revenue in excess of expense will be split equally by BART and SamTrans (see Chapter 5 for more detail).

The 2001 BART/VTA Comprehensive Agreement was formed to cover the extension of BART services to San Jose and Santa Clara County. Unlike the agreement with SamTrans, the intent of the new agreement is that VTA will, for the most part, own and be responsible for all capital and operating expenses of the extension. BART will operate and maintain the extension at levels consistent with overall BART service levels, standards and practices. The VTA will cover all costs associated with extension operations and maintenance, including impacts to stations and facilities on BART's core system from extension riders.

More information on many of these funding agency relationships and an extensive number of grant programs can be found in MTC's guide Moving Costs: A Transportation Funding Guide for the San Francisco Bay Area published in Spring 2000.

2. SYSTEM BACKGROUND

2.1 System Description

The San Francisco Bay Area Rapid Transit District (BART) was created by the California State Legislature in 1957, in response to Bay Area growth and transportation needs. In 1962, voter approval of a $792 million general obligation bond issue in San Francisco, Alameda, and Contra Costa counties provided the initial funding base and authorization to begin construction of the original 71-mile system. This bond was fully paid off and retired in 2000. BART was the first new rail transit system to be built in the United States in over 60 years and the first rail system to make large-scale use of computer technology.

2.1.1 GOVERNANCE

The District is governed by a board of nine publicly elected directors, each representing approximately 352,000 residents in one of nine election districts within the three-county District. Board members serve four-year terms. The Board of Directors provides the strategic and policy guidance necessary to ensure fulfillment of the District's mission of providing "safe, clean, reliable, and customer-friendly regional public transit" to Bay Area residents. The Board, representing diverse constituencies, takes a leadership role by working with a broad range of stakeholders throughout the region, state, and nation to promote effective transit policies and political support for regional transit initiatives.

2.1.2 ORGANIZATIONAL STRUCTURE

BART's number one resource is its dedicated, hardworking staff. For FY05, 3,332 full-time-equivalent employees are included as part of the operating and capital budgets for the District. As of mid-2004, the typical BART employee has been with the District 12.8 years and earns just over $69,000 per year. Seventy-four percent are male, and 26% female. The youngest employee is 21 years old, the oldest is 77, and the overall average age is 47.7 years. Minority representation on the workforce is high, and representative of the Bay Area population, with 40.7% white, 22.3% black, 22.9% Asian or Pacific Islander, 13.2% Hispanic, and 0.9% American Indian (the Federal Transit Administration uses these racial categories and category names.) The longest employed person was hired in February 1968, nearly four years before the first revenue train was put into service. The District currently has approximately 1,400 retirees. The District has five employee and collective

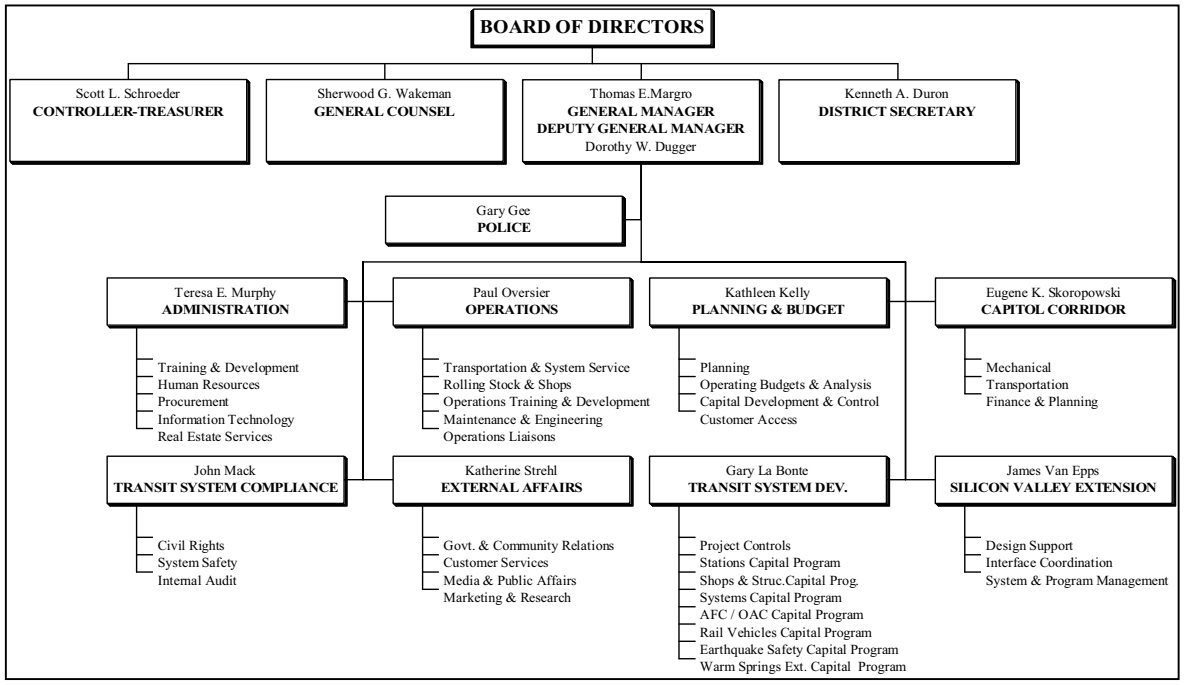
bargaining agreements representing 87% of the District's workforce. Based upon positions budgeted for FY05, Service Employees International Union Local 790 has 1,577 employee members, the Amalgamated Transit Union Local 1555 has 829 members, and the American Federation of State, County and Municipal Employees Local 3993 has 230 members. Except for the police department, the remainder of BART staff is non-represented.

Figure 1: BART FY05 Organization Chart shows the organizational structure of the District budgeted for FY05. Four positions within the District are appointed by the BART Board: General Manager, General Counsel, Controller-Treasurer, and District Secretary. It should be noted that BART is unique among transit districts in that it has its own police department that provides a full range of law enforcement services within the District. Notable current crime-prevention programs, in addition to numerous enhanced security measures taken after September 11, 2001, include BART Against Auto Theft, Truancy Reduction Intervention Program, and Together Against Graffiti. Two police unions (BART Police Managers Association and the Service Employees International Union, Local 1008, BART Police Officers Association) represent 268 police officers and managers.

2.1.3 BART WEBSITE

The mission of the BART website (www.bart.gov) is to expand customer outreach and help the District achieve its Strategic Plan goals. The BART website has been honored with numerous awards including a "Standard of Excellence" Award from the Web Marketing Association, "Site

Figure 1: BART FY05 Organization Chart



of the Week" honors from Communications Arts magazine, a prestigious AdMark ADDY and two APTA AdWheels. The BART website serves one of the country's most "wired" markets with online schedules, ticket sales, job applications, contracting opportunities and a host of other services. Every month the BART website receives more than 30 million "hits" on three million page views. The site generates cost reductions and revenue benefits for the District, adds value for customers and increases information access for all BART stakeholders. All the while, the website continues to lead the industry with groundbreaking services like MyBART (an opt-in email program that boosts off-peak ridership with customized incentives for BART-accessible events) and the BART QuickPlanner for Palm OS (the first handheld scheduler ever to receive an APTA AdWheel Award) and for PocketPC (introduced in 2003).

2.2 Major Components of BART's Existing Capital Facilities

The 1962 general obligation bond issue provided funding for BART's core system. On September 11, 1972, service opened at twelve stations, from MacArthur to Fremont. On November 5, 1973, service began between Montgomery and Daly City. On September 16, 1974, transbay service began. At that point in time, key components of the core system included 71 miles of double-mainline track, three maintenance facilities and associated yards, 450 vehicles (11 of which have been retired from the fleet to date), 33 stations, and an administration and operations control center. Capital improvements made over the past 26 years have added to this inventory base. Additions include 230 more cars, the Daly City Yard and Maintenance Facility, a third mainline track through downtown Oakland, and a new central train control computer. The Embarcadero Station, an infill station in downtown San Francisco, opened for service in May 1976.

Between 1995 and 1997, BART's first five extension stations opened for revenue service. These stations serve new markets in eastern Alameda and Contra Costa counties, as well as further south in San Mateo County. North Concord/Martinez, opened in December 1995, and Pittsburg/Bay Point, opened in December 1996, extended the system from Concord Station. Colma, opened in February 1996, extended the system from Daly City Station. The Castro Valley and Dublin/Pleasanton stations opened in May 1997, adding a new line from Bay Fair Station. In June 2003, BART opened four additional extension stations, South San Francisco, San Bruno, Millbrae, and a station at the San Francisco International Airport (SFO), completing the BART-SFO Extension. The opening of that extension brought the system totals to 104 miles of revenue track and 43 stations.

Discussions of BART's Capital Improvement Program, detailing underway and future planned capital projects, can be found in Chapter 4 of this document.

2.2.1 REVENUE VEHICLES

BART's 669-car fleet consists of three types of vehicles: 59 control-equipped A2-cars, 380 non-control B2-cars and 230 control-equipped C-cars. ***Figure 2: BART Rail Vehicle Inventory*** summarizes information related to the different car types. BART has completed renovation of all 439 A-and B-cars. The renovation program consisted of disassembling and complete repair, upgrading and rebuilding of the cars, restoring them to like-new condition. Up to 36 vehicles at a time were rotated out of the fleet and placed in production at the Bombardier renovation facility in Pittsburg, California.

Trains are operated from the lead A- or C-car. Computers located along the right-of-way automatically control train movements. System train supervision is provided by BART's train control computer at the Operations Control Center (OCC). Train operators aboard each train can override the automatic system should the need arise.

Train lengths range from three to ten cars. The three-car minimum train length is a California Public Utilities Commission requirement. The ten-car maximum length corresponds to station platform lengths. Vehicle performance specifications include a maximum 80-mile per hour speed; however, revenue service is based on a 70-mile per hour maximum speed. The systemwide average speed for revenue service, including station stops, was 34-miles per hour in FY04.

Car Type	Manufacture Date	Renovated Date	Number in Fleet	Size	Seats Available	Characteristics
A2 (control-equipped)	1971 to 1975	1995 to 2002	59	75 feet long x 10-1/2 feet wide	68	Can only be used as a lead or trail vehicle on each train
B2 (non control-equipped)	1971 to 1975	1995 to 2002	380	70 feet long x 10-1/2 feet wide	68	Can only be used as mid-train vehicles
C1 (control-equipped)	1987 to 1990	N/A	150	70 feet long x 10-1/2 feet wide	68	Can be used as lead, mid-train or trail vehicles
C2 (control-equipped)	1995 to 1996	N/A	80	70 feet long x 10-1/2 feet wide	68	Can be used as lead, mid-train or trail vehicles

2.2.2 TRACK AND RIGHT-OF-WAY

BART is powered by an electric third rail at 1,000 volts DC. The rail right-of-way is fully protected and has no grade crossings. The 104 miles of the rail system revenue track are of continuously welded, double-mainline, 66-inch gauge track. Tracks are routinely inspected and maintained to insure structural integrity and smooth operating surfaces. Special track geometric and rail flaw detection vehicles are routinely used to assure that safety standards are met and ride quality is maintained. Track maintenance is scheduled and performed during non-revenue hours.

2.2.3 YARDS AND SHOPS

Both planned preventive and unscheduled maintenance on transit vehicles are performed in accordance with schedules and specifications at four facilities, three of which are located in the East Bay (Concord, Hayward and Richmond) and one in the West Bay (Daly City). In addition to scheduled and unscheduled maintenance, BART's Hayward Shop also performs accident damage, component, and heavy repairs. A fifth maintenance facility, the Oakland Shops, is located between Lake Merritt and Fruitvale Stations and provides wayside maintenance.

2.2.4 STATIONS AND ACCESS

With the opening of the BART-SFO Extension, the system now has 43 stations, 16 of which are in subway, 14 elevated, and 13 at grade. All stations have platform lengths of approximately 700 feet to accommodate BART's maximum train length of ten cars. On average, stations are spaced between one-half to one mile apart within and near San Francisco, Oakland and Berkeley downtown areas and two to ten miles apart in suburban areas.

Station access is provided by stairways, elevators and escalators that link with various connecting local transit, pedestrian, bicycle pathways and parking areas at the station street level. The Automatic Fare Collection (AFC) equipment is located in each station to vend and process passenger tickets. Automated train destination signs on the platform level of each station provide visual displays of an arriving train's destination and other information. All stations have special displays on the platform and concourse levels to provide additional information on train schedules, local area destinations, connecting transit, and other information to assist BART riders. A public address system linked to BART's OCC is used to provide additional passenger information. Station agents also use this system to make announcements in stations.

Station access facilities at the street level can include dedicated bus lanes and berths, bus stop shelters, passenger drop off zones, transit information centers, regional transit ticket outlets, transfer dispensers,

signed access routes for pedestrians and bicycles, bicycle racks and lockers, and parking. Parking facilities are available at 32 stations. BART users may sign up for the BART Carpool program, which offers designated preferential parking spaces close to stations for vehicles occupied by two or more BART customers. *Appendix B: Station Access Inventory* details major access facilities at BART stations.

In November 2001, BART began a Reserved Parking Pilot Program utilizing 50 spaces at the West Oakland Station. Following the success of that pilot program, a systemwide monthly Reserved Parking Program was implemented in December 2002 at all stations with parking lots. BART's Parking Programs are discussed further in Section 2.3.4.

2.2.5 ADMINISTRATION/OPERATIONS CONTROL CENTER

The majority of the District's administrative staff is located in downtown Oakland. Also in Oakland, BART's central train control computer provides overall systemwide supervision of train movements 24-hours a day. Trains are automatically controlled by wayside equipment located along the trackway and stations, however, train controllers and other BART certified personnel located in the OCC monitor train movements and can override the automatic system should the need arise. A two-way radio system provides voice communication between the OCC and all train operators, station agents and most maintenance staff. A telephone system provides voice communication to station agents. Remote cameras located at key points allow the OCC personnel to visually monitor train movements and activities in and around stations. Each station has radios for direct contact to the OCC in the event of emergencies, delays, problems or other events.

2.3 Fares and Parking

The individual components of BART's current fare structure are summarized in ***Figure 3***, with station-to-station fares for the current 43-station system shown in ***Figure 4***. The following text presents information on BART fares for rail and Americans with Disabilities Act (ADA) paratransit service, as well as several parking related programs.

2.3.1 RAIL FARES

BART rail fares are computed on a distance-based formula. Surcharges apply to Transbay travel and trips originating from or destined to stations located in San Mateo County (San Mateo County is not a full participating member of the BART District). An additional speed-premium adjustment is made to fares, based on the scheduled speed of a trip compared to the systemwide average. Following the 10% fare increase on January 1, 2004, BART's base rail fare is currently $1.25 for the shortest trips within downtowns and other local areas; the highest rail fare is $7.45 for the 51.5

mile Transbay trip between San Francisco Airport and Pittsburg/Bay Point.

The BART "Tickets To Go" program pays a commission to retail vendors and community outlets to sell BART discounted tickets. These discounted tickets are available at over 300 locations throughout the greater San Francisco Bay Area and through BART's "Tickets By Mail" program or online at www.bart.gov. Regular tickets can be purchased in BART stations.

2.3.2 TRANSLINK

MTC and the region's transit operators made a joint decision in late 2003 to proceed with a systemwide Phase II regional rollout of the TransLink program at all Bay Area transit properties. TransLink offers a single fare instrument that will eventually be usable on all transit in the region. It gives customers a secure, fast and convenient payment method that also has the option of registration for balance protection and the ability to "autoload" value from a designated credit or debit (checking) account. The contactless interface means there is no search for change or insertion of fare media into fareboxes and faregates, and acceptance for both intra-operator and inter-operator travel provides a "seamless" means of paying for travel on all public transit in the Bay Area region.

Implementation at BART includes a field retrofit of the new AFC equipment recently procured to replace existing AFC equipment. The new equipment installation is complete as of December 2003 and TransLink implementation is targeted for revenue service in late 2005 for faregates. TransLink implementation for ticket vendors will be completed on a schedule to be determined, based on funding availability.

2.3.3 ADA/PARATRANSIT FARES

The ADA limits the fare that can be charged for ADA paratransit service to twice the full adult fare for a comparable fixed route trip. Fares for paratransit services in which BART participates vary widely, due to the range of fare structures on BART and local bus agencies. Fares for paratransit service provided through the joint BART/AC Transit East Bay Paratransit Consortium (EBPC) are distance-based and range from $2.25 for trips less than eight miles to a maximum of $6.75 for trips of up to 24 miles. Paratransit travel within San Francisco is provided by taxi service at slightly more than 13% of the meter rate. Lift van service for wheelchair users and group van monthly passes are available for $10 from Muni. Ambulatory riders use vans by reservation for $1.65 per ride. Paratransit fares in BART's other service areas range from $1 to $6 per trip.

2.3.4 PARKING PROGRAMS

The BART Board has adopted various parking related programs in recent years. The programs are outlined below and are mentioned, along with a more detailed discussion of other parking related issues, further in Chapter 4 (Section 4.2.4 Autos). More detailed information about the parking programs listed below, including an internet-based application form, can be found on the BART web page at http://www.bart.gov/guide/parking/overview.asp.

BART's Monthly Reserved Parking Program allows passengers to purchase guaranteed parking near the entrance to a station. Monthly parking fees vary from station to station within a range of $42 to $84 based on demand. Some employers provide pre-tax benefits for their employees to purchase permits. At East Bay stations up to 25% of a station's parking spaces can be set aside for this program. The actual number set aside is determined by demand. As of August 2004, over 3,600 permits have been sold at Core System stations.

Two additional parking programs were implemented in June 2003 with the opening of the BART-SFO Extension. Monthly Reserved parking is now offered at Colma Station and at the three extension stations with parking: South San Francisco, San Bruno, and Millbrae. Up to 40% of the spaces at these stations may be set-aside for the Monthly Reserved Parking Program. In December 2004, the monthly reserved fee was decreased from $63 to $30 for promotional purposes. As of August 2004, over 470 monthly reserved permits have been sold for these stations.

A daily parking charge was implemented on the remaining spaces at these stations and daily parking fees were also implemented at the remaining Daly City Station spaces. For promotional reasons, the $2.00 daily parking fee at the South San Francisco, San Bruno and Millbrae Stations was reduced to $1.00 in December 2003 and in April 2004 daily parking fees at those stations were suspended.

In March 2004, the original three-station Long Term Parking Program was replaced with a more cost-effective program. Under this modified Long Term Parking program, permits are sold for use at each East Bay BART station based on daily commuter parking utilization. Those wishing to purchase a permit would go to the BART website parking page, and indicate their desired East Bay BART Station and proposed dates of usage. A computerized reservation program determines whether long-term permits are available at that station for the dates requested. If space is available, the patron prints out a parking permit using his/her printer. The daily cost for the long-term permit is $5 per day. The

modified program allows East Bay BART riders traveling to San Francisco or Oakland airports to park their vehicles for periods of time greater than 24 hours. Between March and July 2004, nearly 17,000 long-term parking permits were issued.

In the summer of 2004, BART re-implemented a parking validation program at the Walnut Creek and Lafayette Stations. The program will also be implemented at the Fruitvale and Orinda Stations in mid-September. The purpose of the validation program is to respond to BART patron concerns that non-BART riders are using BART parking facilities. Parking validation was started at several stations in the early 1990's but over the years the parking validation machines have become inoperable and as a result the validation requirements were not enforced. For the new parking validation program, Add Fare machines are being modified to provide an additional parking validation function. In order to validate parking, patrons must use a BART ticket that has been activated through fare gate entry.

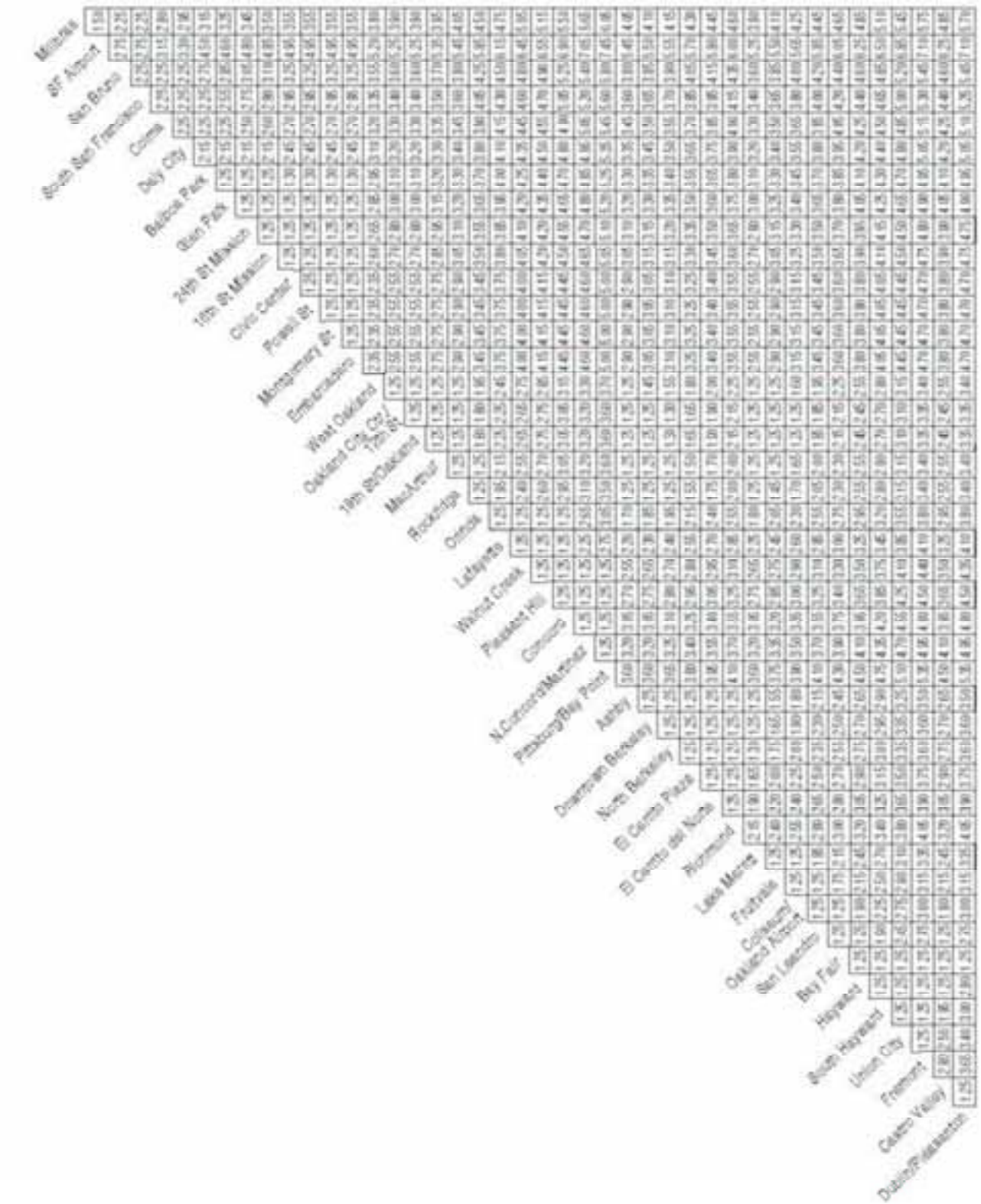
Figure 3: BART Fare Components and Ticket Prices as of September 2004

TRIP LENGTH	Up to 6 miles	$1.25
	Between 6 and 14 miles[1]	$1.55 + 11.4¢/mile
	Over 14 miles	$2.46 + 6.8¢/mile
SURCHARGES	Transbay	76¢
	Daly City[2]	88¢
	San Mateo County[3]	$1.00
	Premium fare applied to trips to/from SFO	$1.50
SPEED PREMIUM	Charge differential for faster or slower than average trips, based on scheduled travel time	±4¢/minute
RESULTING FARES	Range [4]	$1.25 to $7.45
	Average fare (before discounts) [5]	$2.62
	Average fare paid (after discounts) [5]	$2.42
RAIL FARE DISCOUNTS & SPECIAL FARES[6] (high-value tickets)	Children under 5	Free
	Children 5 through 12 (75% discount)	$6.00 ($24 value)
	Persons 65 and over (75% discount)	$6.00 ($24 value)
	Persons with a qualifying disability (75% disc)	$6.00 ($24 value)
	Students 13 through 18 (50% discount) [7]	$16.00 ($32 value)
	Regular adult (6.25% discount)	$30, $45 & $60 ($32, $48 & $64 value)
	Excursion (entry/exit, same station) [8]	$4.40
SEMI-MONTHLY RAIL/BUS PASS	BARTPlus (w/ $15 to $50 BART value) [9] (6.25% discount)	$38 to $71 (8 denominations)
MONTHLY RAIL/ MUNI PASS [10]	FastPass -- (within San Francisco, unlimited monthly use of BART & SF Muni)	$45
ONE-WAY TRANSFERS TO [11] (issued at rail stations)	The County Connection	75¢ ($1.50 base fare)
	Union City Transit	25¢ ($1.10 base fare)
ROUND-TRIP TRANSFERS TO/FROM [11] (issued at rail stations)	AC Transit: From BART/To BART	$1.25 ($1.50 base fare)
	SF Muni, within SF: From BART	$1.00 ($1.25 base fare)
	To BART	$1.00 ($1.25 base fare)
	SF Muni, Daly City Station from BART/to BART	Free ($1.25 base fare)
ADA SERVICE	East Bay Paratransit Consortium[12]	$2.25 to $6.75
	BART/Muni Cost-Sharing Agreement[13]	40¢ to $1.65 approx.
	All other areas	$1.00 to $6.00 approx.

NOTES: BART FARE COMPONENTS AND TICKET PRICES

1. Trips over 6 miles within East Bay Suburban Zone (certain station pairs between Pittsburg/Bay Point and Orinda, Fremont-Bay Fair, Richmond-Ashby and Dublin/Pleasanton-Bay Fair) are priced at the fare indicated for trips under 6 miles.
2. The Daly City surcharge is applied to trips between Daly City station and San Francisco stations; it does not apply to transbay trips or San Mateo County surcharge trips.
3. The San Mateo County surcharge is applied to trips between San Mateo County stations (except trips between SFIA station and the other San Mateo County stations); it does not apply to Transbay trips.
4. BART rail fares are computed by automatic fare collection equipment and are rounded to the nearest 5¢. The range of fares is based on the adopted fare resolution for the fare increase effective January 1, 2004. Prior fare increases occurred on January 1, 2003, April 1 of 1997, 1996, and 1995, January 1, 1986, September 8, 1982, June 30, 1980 and November 3, 1975.
5. The average rail fare before and after discounts includes rail passenger revenue from all fare instruments. The figures shown are based on FY04 actual data.
6. Discounted tickets are sold at outside retail and community outlets through BART's Tickets-To-Go program. Retail and contractor operated in-station sales booths sell discounted tickets at Civic Center, Colma, Embarcadero, Montgomery, Powell Street, and Walnut Creek BART stations. BART's Customer Service Center at Lake Merritt sells all ticket types and processes Tickets by Mail orders.
7. Tickets include a last ride bonus.
8. There is a three-hour limit on the excursion fare.
9. The semi-monthly BART Plus ticket was made available starting on April 1, 1991 and is valid for unlimited rides on nine other systems (excludes Transbay and some express bus service) which connect with BART rail. A BART Plus ticket allows a BART customer to use both BART and any other participating bus operator's system. The participating bus operators are: Central Contra Costa Transit Authority, City and County of San Francisco (Muni), Dumbarton Bridge Consortium, Eastern Contra Costa Transit Authority, Livermore Amador Valley Transit Authority, San Mateo County Transit District, Santa Clara Valley Transportation Authority, City of Union City and Western Contra Costa Transit Authority. A BART Plus ticket is good for a period of one-half month beginning either on the first day of the month or the 16th day of the month. The BART Plus ticket has a stored value similar to an adult blue BART ticket which allows travel on BART up to the amount of the stored value during the valid one-half month period. In addition, patrons may use the BART Plus ticket as a flash pass for unlimited rides on participating bus operators systems during the valid one-half month period.
10. BART began accepting the regular adult Muni FastPass for BART travel within San Francisco on April 1, 1983 (discounted FastPasses are not valid on BART). The BART/Muni FastPass allows unlimited use of Muni services and BART within the City of San Francisco. The price of the monthly Fast Pass is currently $45. BART is reimbursed $0.87 (effective January 1, 2004) by Muni for each Fast Pass trip on BART. Muni FastPasses are sold at stores, places of employment and other outlets in San Francisco.
11. One-way and round-trip transfers are issued free of charge from vending machines located inside the paid area of BART rail stations. Additional fares, if required, are paid upon boarding the connecting carrier. This additional fare is shown in the right-hand column. The prices shown in parentheses correspond to the connecting carrier's base fare (the full adult price when not using a transfer). The fare savings with the transfer are equal to the base fare less the additional fare paid to the connecting transit system.
12. BART and AC Transit have formed the East Bay Paratransit Consortium (EBPC), which provides service to eligible BART customers in service areas that overlap with AC Transit.
13. BART has executed a cost-sharing agreement with San Francisco, which permits eligible BART customers to use paratransit service provided by Muni for travel within the City and County of San Francisco.

Figure 4: BART Station-to-Station Fare Matrix Effective January 1, 2004



3. CURRENT PERFORMANCE

3.1 Rail Service Description

Rail service is provided between the hours of 4 a.m. and midnight, Monday through Friday; 6 a.m. to midnight on Saturdays; and 8 a.m. to midnight on Sundays and major holidays. The last trains depart each end of the line around midnight, so passengers can get anywhere in the system if they arrive at any station by midnight. Closing times for individual stations are coordinated with the schedule for the last trains.

Figure 5: BART Rail Headways and Hours of Service summarizes the rail service provided by route on weekdays and weekends. Depending upon demand, holiday rail service is operated on a full or modified weekday schedule, or a Saturday or Sunday schedule. BART service is also coordinated with major Bay Area events. Additional rail service for special events is provided by either lengthening regularly scheduled trains, placing additional trains in service, or providing revenue operations at times when the system is normally closed

Figure 5: BART Rail Headways and Hours of Service

	Pittsburg/Bay Point-Millbrae /(Daly City)	Richmond-Daly City/(Millbrae)	Fremont-Daly City	Dublin/ Pleasanton-Daly City	Richmond-Fremont
HEADWAY (minutes)					
WEEKDAYS					
Peak Hours	15.0 (5.0)	15.0	15.0	15.0	15.0
Midday	15.0	15.0	15.0	15.0	15.0
Night	20.0	(a)	(a)	20.0	20.0
SATURDAY					
Day	20.0	20.0	20.0	20.0	20.0
Night	20.0	(a)	(a)	20.0	20.0
SUNDAY					
Day/Night	20.0	(a)	(a)	20.0	20.0
SERVICE HOURS (c)					
Weekday	4 am-12 am	5 am-7 pm (b)	5 am-7 pm (b)	4 am-12 am	4 am-12 am
Saturday	6 am-12 am	9 am-6 pm (b)	9 am-6 pm (b)	6 am-12 am	6 am-12 am
Sunday	8 am-12 am	(a)	(a)	8 am-12 am	8 am-12 am

a) Route not in service during identified time periods. Travel is accommodated on other routes with one transfer in downtown Oakland.
b) Earlier and/or later service is available on other routes. Travel is accommodated on other routes with one transfer at Bay Fair or MacArthur stations.
c) Closing of individual stations is timed with the schedule for the last train beginning at approximately midnight. BART website and/or printed schedules contain exact times.

(e.g., early Sunday morning opening for the annual Bay-to-Breakers footrace in San Francisco).

Levels of service are periodically reviewed and adjusted, if necessary, to meet varying levels of ridership demand. Changes can include lengthening or shortening trains, adding or removing trains scheduled on a route, or even changing a route's service hours or terminal stations.

Rail service consists of five routes, of which four operate through the Transbay Tube under the San Francisco Bay, and one operates from Richmond to Fremont in a north-south direction in the East Bay. The Pittsburg/Bay Point route in central and eastern Contra Costa County operate through San Francisco to San Mateo County. Service continues to Millbrae via SFO. During peak periods (defined as approximately 6 a.m. to 9 a.m. and 4 p.m. to 7 p.m.), the Richmond route provides service from western Contra Costa County through San Francisco to Millbrae via SFO. Both routes return to the East Bay via SFO. During non-peak periods, the Richmond trains terminate at Daly City in San Mateo County.

The Fremont-Daly City and Dublin/Pleasanton-Daly City routes run from southern and central Alameda County, respectively, through San Francisco to Daly City.

A September 2004 schedule modification will provide BART customers with increased service to SFO from the East Bay during peak periods when both Pittsburg/Bay Point and Richmond line trains serve BART's SFO station. In Millbrae, all trains will depart from the joint BART/Caltrain platform, to improve transfers between the systems. In addition, the February 2004 schedule revision reinstated timed transfers at the MacArthur and 12th Street City Center stations in Oakland, making it much more convenient for cross platform transfers and improving overall BART train to train connections.

3.2 Rail Ridership

Ridership is tracked as passengers process their ticket when exiting BART faregates. Upon this transaction, the station of origin, the exit station, the exit time, and type of ticket used are all recorded in BART's Data Acquisition System (DAS). After each revenue day, the transaction data is processed into electronic files for tabulation and monitoring. With the DAS information, BART is also able to determine the type of ticket used, revenue generated, time of entry and exit, and the distance traveled by each passenger.

BART ridership, after growing at record rates for several years, decreased with the Bay Area economic downturn from FY02 through FY03. Much of the ridership decrease was attributable to the Bay Area economy, hard hit by the loss of technology jobs and by the terrorist attacks of September 11, 2001. The Bay Area also experienced a large number of employee layoffs and declining population, thereby decreasing the size of the work travel market. The decrease in

jobs and residents alleviated some of the crowded freeways, making BART less competitive with the automobile on some previously very congested corridors (approximately 50% of BART's average weekday exits occur during the three-hour morning and three-hour evening peak periods).

In FY04, the opening of the BART-SFO Extension and the leveling off of the economic decline saw overall ridership grow slightly to 306,570 average weekday exits. Of this figure, 25,363 trips were attributable to the five-station extension (Colma, South San Francisco, San Bruno, SFIA and Millbrae). The original 38-station core system ended the fiscal year down 0.4%, virtually flat to FY03 actual.

Weekend ridership showed more improvement in FY04 than weekdays. Saturday and Sunday trips averaged 145,394 and 104,350 respectively, above the peak levels experienced last in FY01.

On an annual basis, BART carried over 91 million trips in FY04, an increase over FY02 and FY03, but still substantially below the peak 97.3 million trips in FY01. Of the FY04 total, 7.8 million trips were attributable to the SFO Extension.

3.2.1 RIDERSHIP HISTORY

Figure 6: BART Rail Ridership identifies average weekday, Saturday, Sunday, and total annual linked trips by fiscal year for the past ten years. Linked trips are defined as one passenger equals one trip, regardless of whether the person transferred to another BART route to complete their trip. For some federal and local regulatory agencies, BART is required to report unlinked trips, counted by the number of boardings. For example, a person boarding at the Walnut Creek Station would have to transfer to another train at MacArthur Station to travel to the Berkeley Station. Those two train boardings would be counted as two unlinked trips (or one linked trip). All ridership figures reported in this document are linked trips.

As the chart in ***Figure 7*** illustrates, weekday ridership increased 24% during the past ten years. The mid-1990s recession resulted in little or no patronage growth at the time, but ridership began to recover with the opening of five new stations between 1995 and 1997 and the

Figure 6: BART Rail Ridership

Fiscal Year	Average Weekday Trips	Average Saturday Trips	Average Sunday Trips	Total Annual Trips (millions)
FY95	248,169	103,295	66,214	72.05
FY96	248,669	105,763	70,723	72.45
FY97	260,543	109,533	72,814	75.87
FY98	265,324	110,778	74,042	75.67
FY99	278,683	118,452	80,299	81.36
FY00	310,268	132,372	91,162	91.09
FY01	331,586	144,831	103,949	97.28
FY02	310,725	137,106	96,024	90.80
FY03	295,158	137,362	100,848	87.40
FY04	306,570	145,394	104,350	91.04

addition of service through a new fifth route from Dublin/Pleasanton to San Francisco. Towards the late 1990s, the California economy began to expand at a record rate. Rising employment and the accompanying traffic congestion contributed to the substantial rise in BART ridership through FY01. The Bay Area economic slowdown began mid-way through FY01 and BART ridership declined until the opening of the SFO Extension and economic stabilization in FY04.

Average Saturday and Sunday trips grew at a much stronger pace, increasing 41% and 58%, respectively, over the ten years. Reasons for this more rapid growth could include greater available capacity, both on trains and in accessing the stations, as compared to weekdays, and the unpredictability of and growing weekend auto congestion. Additionally, the increasing number of special events and venues, such as PacBell Park, and higher event attendance, likely plays a role. Lastly, the new SFIA station has nearly as high of ridership on weekends as on weekdays, due to the nature of air travel patterns.

Market Areas

BART service can be divided into three large market areas. West Bay trips comprise travel wholly within San Mateo and San Francisco counties. East Bay travel covers travel within Alameda and Contra Costa counties. The Transbay market tracks trips traveling to and from the West Bay, including downtown San Francisco, and the East Bay. ***Figure 8: Average Weekday Trips by Market Area*** details the annual averages for each market area.

Figure 7: BART Rail Ridership

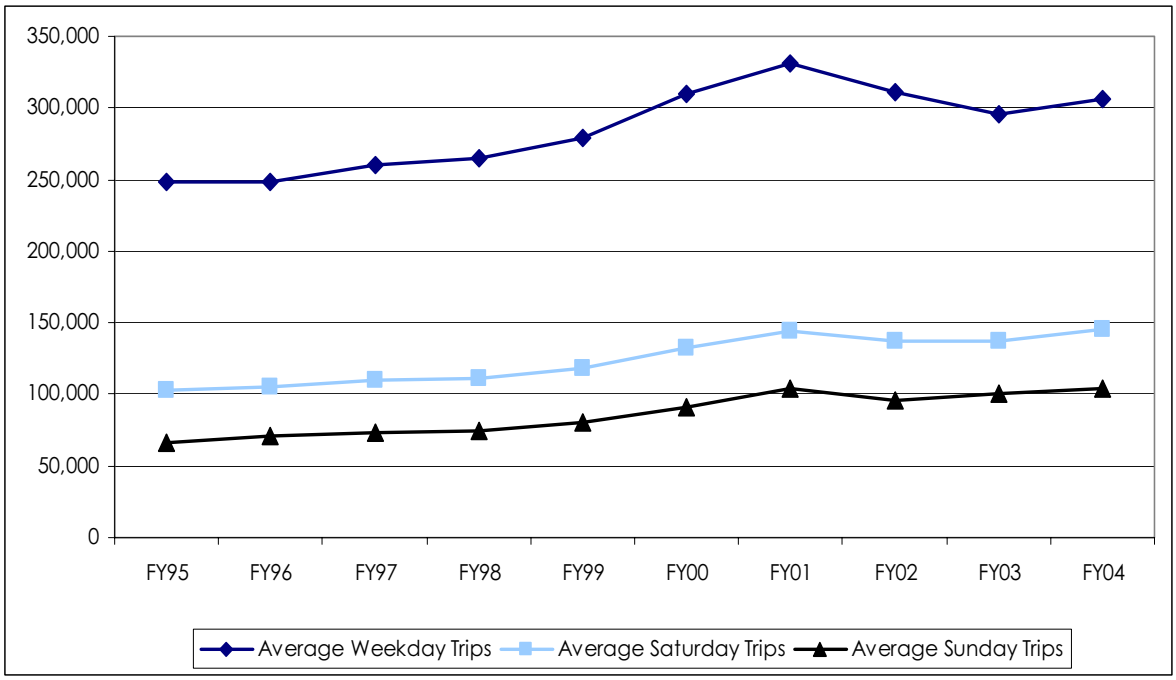


Figure 8: Average Weekday Trips by Market Area

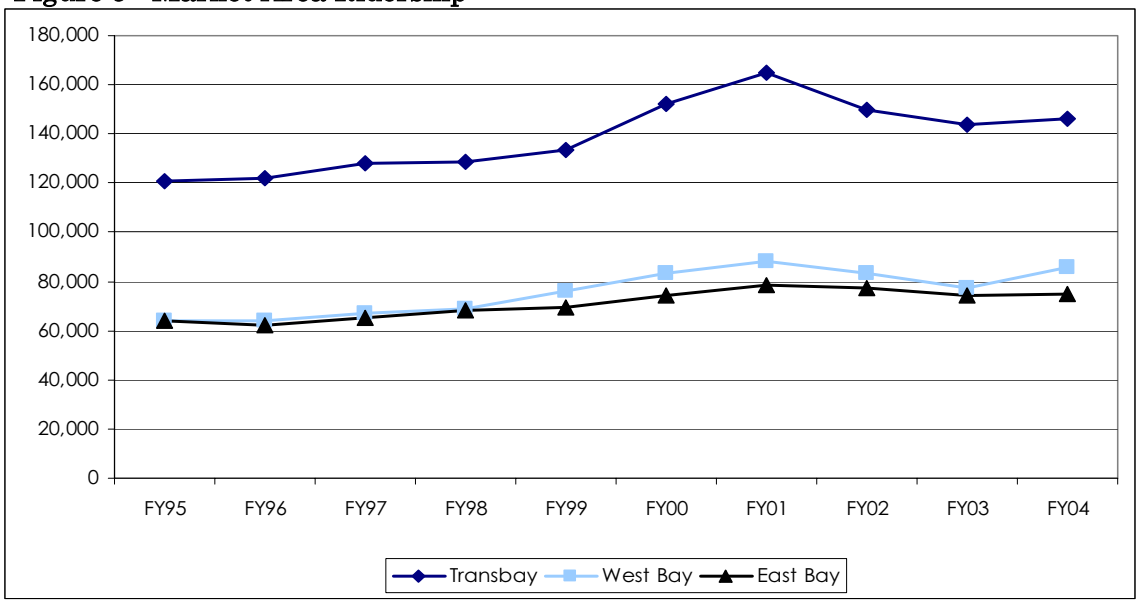
Fiscal Year	Transbay	West Bay	East Bay
FY95	120,671	63,729	63,769
FY96	122,026	64,144	62,499
FY97	127,952	67,066	65,525
FY98	128,467	68,663	68,193
FY99	133,506	75,938	69,239
FY00	152,036	83,657	74,575
FY01	164,964	87,939	78,683
FY02	150,087	83,423	77,215
FY03	143,555	77,119	74,484
FY04	145,991	85,637	74,942

San Francisco-Oakland Bay Bridge travel data collected by the MTC in 1994 and 1996 indicate that BART carried nearly 50% of the morning and evening peak direction Transbay commute. The most recently available data suggests that in 2002, even with declining ridership, BART continued to carry the same percentage of Bay Bridge commuters. Decreased commute trips overall mark the recent Transbay decline. In FY04, Transbay trips on BART increased 2% over FY03, but remained 12% below the FY01 peak. Trips in the West Bay corridor within and between San Francisco and the Peninsula increased 11%, due mainly to the SFO Extension. East Bay trips increased only 1%, but did not experience the significant decline of the Transbay and West Bay markets.

Figure 9 charts the rapid growth experienced by the Transbay and West Bay markets during FY00 and FY01, the following economic decline and recent growth. The East Bay market has been more stable than the Transbay and West Bay markets, without the rapid rise and declines in ridership.

Figure 10: BART Average Weekday Exits by Station lists the fiscal year average

Figure 9: Market Area Ridership



weekday exits at each station on the BART system during the past four fiscal years. The stations with the highest average weekday exits are the four downtown San Francisco stations, followed by downtown Oakland's 12th Street Station, the outlying San Francisco station of Balboa Park, San Francisco's 24th Street, the downtown Berkeley Station, and San Francisco's 16th Street. Data for South San Francisco, San Bruno, San Francisco Airport and Millbrae stations reflect the six weekdays of service in FY03.

Figure 10: BART Average Weekday Exits by Station

Station	FY99	FY00	FY01	FY02	FY03	FY04
Richmond	2,905	3,441	3,977	4,106	3,636	3,264
El Cerrito Del Norte	7,537	8,362	8,962	7,746	6,863	7,279
El Cerrito Plaza	3,886	4,095	3,932	3,733	3,677	3,696
North Berkeley	3,269	3,536	3,876	3,516	3,254	3,436
Berkeley	9,729	10,197	10,769	10,875	10,555	10,529
Ashby	3,648	4,085	4,325	4,002	3,719	3,797
MacArthur	5,425	6,035	6,527	5,905	5,688	6,044
19th Street Oakland	7,019	7,594	8,352	8,092	7,663	7,623
12th Street / Oakland City Center	10,535	11,966	12,523	12,075	12,016	11,899
Lake Merritt	3,919	4,239	4,656	4,573	4,644	4,803
Fruitvale	6,712	7,116	8,228	7,195	6,293	6,232
Coliseum / Oakland Airport	5,392	6,155	6,862	6,671	6,588	7,308
San Leandro	4,442	4,925	5,138	4,828	4,687	4,803
Bayfair	4,284	4,873	5,185	4,829	4,632	4,769
Hayward	4,295	4,593	4,982	4,606	4,353	4,261
South Hayward	2,626	2,873	3,100	2,869	2,762	2,729
Union City	3,647	3,943	4,187	3,885	3,740	3,719
Fremont	5,423	5,929	6,300	5,834	5,694	5,868
Concord	5,533	5,804	6,010	5,624	5,279	5,154
Pleasant Hill	6,069	6,613	6,742	6,178	6,036	6,160
Walnut Creek	5,567	5,803	6,310	5,746	5,551	5,520
Lafayette	2,862	3,061	3,207	3,012	2,957	3,018
Orinda	2,688	2,769	2,804	2,635	2,558	2,563
Rockridge	4,436	4,724	4,916	4,470	4,488	4,552
West Oakland	3,904	4,393	4,980	4,606	4,190	4,227
Embarcadero	26,059	31,983	34,594	31,174	29,254	29,438
Montgomery Street	33,755	36,039	36,409	31,760	29,417	29,706
Powell Street	18,764	21,466	25,391	25,019	22,141	22,491
Civic Center	13,424	15,528	17,753	17,570	17,486	18,609
16th Street Mission	7,625	8,749	9,186	8,436	7,903	8,469
24th Street Mission	10,233	11,365	11,433	10,926	10,500	11,004
Glen Park	6,675	7,339	7,431	7,014	6,799	6,559
Balboa Park	10,658	11,731	11,784	12,512	11,845	11,864
Daly City	6,919	7,537	8,101	7,722	7,650	7,319
Colma	6,270	6,741	7,096	6,530	6,332	3,770
Castro Valley	1,728	2,003	2,142	2,010	1,987	2,080
Dublin / Pleasanton	4,682	5,525	6,411	5,916	5,854	6,365
North Concord / Martinez	1,462	1,698	2,019	1,827	1,674	1,625
Pittsburg/BayPoint	3,995	4,378	4,986	4,697	4,597	4,752
South San Francisco					1,198	1,910
San Bruno					1,117	1,470
San Francisco Airport					3,399	3,084
Millbrae					2,306	2,802
Total	274,681	309,205	331,586	310,725	295,158	306,570

Notes:

≠# FY99 and FY00 annual totals are slightly different from the actual FY average weekday exits due to use of a different reporting method in those years.

3.3 Paratransit Service

BART complies with the ADA requirement to provide paratransit service which is comparable and complementary to the BART system. Federal regulations define the ADA paratransit service area as a 0.75-mile radius around each BART station.

To provide effective paratransit service in its widely dispersed service area, BART has established a variety of partnerships with other transit operators. In the areas of joint service with AC Transit, BART and AC Transit together fund and administer the East Bay Paratransit Consortium (EBPC). Service is provided through contractors. BART assumes 31% and AC Transit 69% of the costs based on their proportionate areas of responsibility. In FY04, the EBPC carried 710,351 riders, about 1% above projections. Ridership is projected to continue moderate growth in FY05.

In San Francisco, BART has entered a Memorandum of Understanding (MOU) with the San Francisco Municipal Railway (Muni) whereby Muni provides service to meet BART's obligation and BART reimburses Muni for 8.8% of the cost of paratransit service to all San Francisco riders. Muni provided 1,305,631 paratransit trips in FY04 and expects to provide approximately 1,344,800 in FY05.

Elsewhere, BART has financial agreements with Contra Costa County Transit Authority (County Connection), Eastern Contra Cost Transit Authority (TriDelta), Western Contra Costa Transit Authority (WestCAT), and Livermore Amador Valley Transit Authority (LAVTA). These agencies provide paratransit service on behalf of BART at the same time as they provide for their own paratransit service obligation. BART's share of the service provided by these operators is small compared to that provided by East Bay Paratransit and Muni.

BART participates in a regional ADA eligibility process followed by the principal transit operators in the San Francisco Bay Area. Paratransit service is available to persons who have been certified as being unable to access and ride BART because of their disability. In addition, BART, along with other transit agencies in the Bay Area, participates in efforts to coordinating regional travel by paratransit through the Partnership Transit Coordinating Committee and its Accessibility Committee.

BART plans no changes in the method of providing service in FY05. Efforts of BART and partner operators will focus on providing all ride requests to eligible recipients while at the same time controlling costs.

3.4 BART Operating Performance Indicators and Standards

3.4.1 EXTERNAL AGENCY AUDITS

BART is regularly reviewed by a number of entities responsible for providing funding to the District. The FTA and the MTC have the most formal processes for reviewing BART regarding certain requirements and performance standards. The FTA reviews BART for compliance with federal regulations, most notably Department of Labor rules, FTA - Title VI and the ADA.

The MTC conducts Triennial Performance Audits of transit agencies in the Bay Area. The most recent triennial performance audit of the BART District conducted by MTC was dated June 2002. The MTC recommended that BART continue to focus efforts in improving on-time service performance, ensure that the Strategic Plan is directly supported by quantifiable performance measures and standards, and assure that TransLink implementation is an integral part of the AFC replacement program. Since that 2002 audit, the District's Strategic Plan has been updated to include specific and quantifiable performance measures and the BART Board has directed staff to implement TransLink within the District, now scheduled for completion in 2006. Efforts to improve on-time service performance are an integral and ongoing part of business in the District.

The FTA also conducts a review of the BART District on a triennial basis, as well as periodic inspections of "key stations" within the District for compliance with the ADA. The most recent FTA Key Station Assessment took place in 2004. In the event that the District is not compliant with any ADA-related FTA requirements, the District establishes a compliance plan with the FTA and pursues every avenue towards resolving non-compliance.

The FTA's most recent Triennial Review, dated October 2003, was conducted to assess District compliance with federal statutory and administrative requirements, as a recipient of Urbanized Area Formula Grants. FTA found that BART was not deficient with Federal requirements in any of 23 review areas.

One of the areas covered as part of the FTA Triennial Review is the area of Title VI compliance. BART submits a report to the FTA that provides information assessing compliance with Title VI and a description of the process used to assure this compliance. The basic Title VI requirement is that the grantee (BART) must ensure that no person in the United States shall, on the ground of race, color, or national origin, be excluded from participating in, or be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. The grantee must ensure that federally supported transit service and related benefits are distributed in an equitable manner. After both desk and site reviews by the FTA, a final report was issued in October 2003 that found no deficiencies with the FTA requirements for Title VI.

3.4.2 PERFORMANCE INDICATORS AND STANDARDS

Figure 11: BART Performance Indicators and Standards shows BART's performance standards for FY05, actual performance and standards for FY04, and actual FY03 performance. Performance is reviewed quarterly and annually and if a current standard is consistently achieved it is likely to be revised. A few primary indicators are described below. These indicators tie to and expand on the goals and performance measures identified in BART's Strategic Plan.

- **Average Weekday Trips** is defined as the average of all passengers carried in revenue service each weekday during the fiscal quarter. Monthly, quarterly, and fiscal year standards are set during the annual budget process.
- **Customer On-time** is defined as the percentage of all riders who arrive at their destination stations less than five minutes late compared with the published schedule. An on-time customer trip may be direct between two stations using a single train, or it may involve a transfer to a second train at an intermediate station (which includes a scheduled transfer time component). The published schedule includes travel times for all direct and transfer trips throughout the day.
- **Train On-time** is defined as the percentage of all scheduled trains that dispatch at the proper stations and arrive less than five minutes late at their scheduled

stations. An on-time train must provide continuous service at each station along its entire run, without incurring an unscheduled offload or station run-through.

- **Car Equipment Reliability**, or the mean time between service delay, is measured as the total car-hours in a month divided by total number of delay/events caused by vehicle malfunctions.
- **Car Equipment Availability** is determined by the average number of cars available for service at 4 a.m. on all commute days during the month.
- **Escalator and Elevator Availability** is calculated as the average percentage of all machines that are in service, measured throughout the day and the month.
- **AFC Availability for Gates and Vendors** is the average percentage of all machines that are in service, measured at 7:30 a.m. each commute day during the month.
- **Transbay Car Throughput** is defined as the total number of cars used on designated trains that are scheduled to traverse the transbay tube in the peak direction during the rush periods. Peak direction

trains that are delayed and travel through the tube after the peak are not included in the car throughput value. Also, peak transbay trains that are cancelled or offloaded before traversing the tube are excluded.

Figure 11: BART Perfomance Indicators and Standards

PERFORMANCE INDICATORS	FY03 ACTUAL	FY04 ACTUAL	FY04 STANDARD	FY04 STATUS	FY05 STANDARD
Average Ridership - Weekday	295,143	306,557	330,068	NOT MET	316,593
Customers on Time					
Peak	92.6%	92.8%	94.0%	NOT MET	94.0%
Daily	95.2%	95.0%	94.0%	MET	94.0%
Trains on Time					
Peak	87.2%	90.0%	N/A	N/A	N/A
Daily	91.7%	92.7%	95.0%	NOT MET	95.0%
Peak Period Transbay Car Throughput					
AM Peak	99.0%	99.7%	97.5%	MET	97.5%
PM Peak	97.8%	99.3%	97.5%	MET	97.5%
Car Availability at 4 AM (0400)	580	582	563	MET	567
Mean Time Between Failures	1,867	1,901	1,700	MET	1,800
Elevators in Service					
Station	99.1%	99.3%	97.0%	MET	98.0%
Garage	98.2%	99.0%	97.0%	MET	98.0%
Escalators in Service					
Street	97.3%	97.7%	95.0%	MET	97.0%
Platform	98.8%	98.9%	95.0%	MET	97.0%
Automatic Fare Collection					
Gates	95.8%	98.0%	95.0%	MET	97.0%
Vendors	89.0%	93.7%	90.0%	MET	93.0%
Environment Outside Stations	4.83	4.80	4.80	MET	4.43
Environment Inside Stations	5.76	5.82	5.80	MET	5.52
Station Vandalism	5.64	5.7%	5.7%	MET	5.55
BART Police Presence	9.8%	9.6%	13.7%	NOT MET	10.0%
Station Service Personnel	90.0%	93.3%	90.7%	MET	90.7%
Train P.A. Announcements	80.9%	79.3%	87.3%	NOT MET	83.3%
Train Vandalism	6.87	6.97	6.50	MET	6.90
Train Cleanliness	6.10	6.15	6.50	NOT MET	6.30
Customer Complaints					
Complaints per 100,000 Passenger Trips	5.86	5.2%	N/A	N/A	N/A
DBE Participation	23.3%	27.6%	21.4%	MET	20.0%
Police					
Quality of Life per million riders	211.13	210.12	N/A	N/A	N/A
Crimes Against Persons per million riders	1.58	2.01	2.00	NOT MET	2.00
Auto Theft/Burglaries per 1,000 parking spaces	11.30	8.52	8.00	NOT MET	8.00
Police Response Time/Emergency Incident (min)	3.95	4.84	4.00	NOT MET	4.00
Safety					
Station Incidents/Million Patrons	5.53	5.46	8.75	MET	8.75
Vehicle Incidents/Million Patrons	1.61	1.41	3.00	MET	3.00
Lost Time Injuries/Illnesses/Per OSHA	7.91	7.58	9.60	MET	9.60
OSHA Recordable Injuries/Per OSHA	16.84	16.79	19.00	MET	19.00
Unscheduled Door Openings/Million Car Miles	0.222	0.156	0.300	MET	0.30
Rule Violations Summary/Million Car Miles	0.327	0.254	0.750	MET	0.75

4. PLANNING AHEAD—OPERATING FORECASTS AND CAPITAL IMPROVEMENTS

4.1 Operating Plans

Planning future rail service allows BART to determine whether it has the infrastructure and staff in place to service anticipated demand and to forecast operating costs and overall financial stability. Service planning enables BART to match the service levels to the projected ridership. Potential physical limitations, such as headway capacity, and opportunities to develop efficiencies, such as shortening trains to match demand, can be identified.

4.1.1 RIDERSHIP FORECAST

Forecasts of ridership are key to determining the need and size of BART's future operating and capital programs. While moderate increases or decreases in ridership can usually be absorbed into existing capacity, larger changes in ridership require advance planning, often five to ten years or even longer. The results of planning might include near-term operating impacts, such as resizing trains or staffing levels, or more long-term capital programs, such as new car buys or station expansion.

BART uses an incremental travel demand model to forecast ridership. The model incrementally factors a current station-to-station trip table to account for regional population and employment growth projections, extensions, BART fare and service changes, and changes in competing travel markets (e.g., auto travel times and costs). The ridership forecast assumes funding and maintenance of the system at current levels.

The base for BART's current set of ridership forecasts is weekday ridership data from August, September and October 2003, including actual ridership on the recently opened BART-SFO extension.

Ridership Forecast Model

Demographic Projections

BART's Ridership Forecasting Model uses growth assumptions based upon ABAG population and employment forecasts by census tract, as published in its Projections 2003, and in the regional MTC travel demand model. Ridership propensity, measured in transit trips per unit of population and employment, was established for current data and applied to station area projections. Catchment areas for individual stations were estimated with data from the 1998 BART Passenger Profile Survey. The model also takes into consideration projected automobile congestion by major travel corridor.

Fares

An important step in ridership forecasting is to establish the sensitivity of transit ridership to changes in transit fares.There appears to be little impact on ridership from the January 2003 5% fare increase and the 10% fare increase implemented on January 1, 2004.

Regarding future fare increases, the District's Financial Stability Policy, adopted in March 2003, includes a strategy for small, regular fare increases tied to CPI-based cost increases or other major cost factors and to factors such as significant change in other revenues and productivity. In May 2003, the Board approved a series of productivity-adjusted CPI-based fare increases to take effect in January of each even-numbered year from 2006 through 2012. For planning purposes in the SRTP, the program is continued into 2014. Prior to the implementation date of the first such increase in January 2006, the Board will review and consider the fare structure, including issues of distribution and equity.

The FY05 SRTP ridership forecast is based on BART's current fare structure and includes six productivity-adjusted CPI-based fare increases that reflect an estimated annual inflation rate of 3%, less a 0.5% productivity factor. Thus, BART's fares will continue to lag inflation, as they have done for nearly twenty years. These biennial fare increases, less than the rate of inflation, are forecast to cause no decrease in future ridership.

Rail Service

BART is developing rail service forecasts as part of its Fleet Management Plan update and may define different operating strategies for the future to most efficiently use operating and capital funds, as well as available equipment. As this work is not yet complete, the service plans utilized in the Ridership Forecasting Model are based upon continuation of current service levels.

Train load factors, traditionally defined as the ratio of passengers to seats, can also affect ridership demand. The service plans utilized by the ridership forecast should provide sufficient capacity to maintain acceptable load factors for all peak period trains throughout the ten-year planning horizon. The forecast assumes load factors are not so high as to deter patrons from riding BART. The service plans are designed to provide service such that where possible the average peak hour, peak direction Transbay load factors for the four routes are 1.35 or less. During the peak minutes of the peak hour, some trains will operate at higher load factors, as they do now, due to system throughput constraints.

Since passenger loading is a key driver of service levels provided, staff is reviewing the definition and use of load factors to determine if a measure more closely reflecting actual passenger experience and concerns can be developed. Furthermore, the A-and B-car Renovation Program removed seats to accommodate disabled areas, and future new cars may achieve higher

capacity by providing fewer and narrower seats with wider aisles and door areas to accommodate more standees. As a result, BART staff has been evaluating a new car loading measure based on passengers per car that take into account passenger standing time and standee crowding conditions, paving the way for concepts such as three-door cars that hold more passengers overall and reduce station dwell times. A revision to the load factor definition could also have substantial, likely positive, capital impact in defining BART's needs for revenue vehicle procurement.

Under the current definition, average load factors during the two-hour shoulder comprising the remainder of the three-hour peak period are expected to meet the District load factor objective of 1.15 for each route, during the SRTP planning period. Offpeak load factors are targeted to average 1.00 or less.

The peak hour Transbay load factor has ranged from 1.25 in the early 1990s to over 1.50 at the peak of ridership in Fall 2000. ***Figure 12: Fall 2003 Transbay Load Factors*** details a sample of Transbay load factors by route, as tracked by manual counts performed over several days.

The ridership forecasts assume the implementation of Advanced Automatic Train Control (AATC), a radio-based train control system expected to reduce headways to two minutes, with a peak hour transbay service capability of 30 trains per hour. An additional benefit of AATC will be reduced train run times, allowing trains to complete their round trips sooner, reducing the number of trains in each route and therefore, the number of cars required for peak period service. This is a more effective and flexible use of rail vehicles. In the event the planned level of AATC is not implemented or is delayed, alternative service plans could serve the projected ridership with the available vehicles, although at somewhat higher load factors.

Travel Markets/Access

The ridership forecasts also assume increases in travel time by auto, BART's primary competing mode. This assumption reflects increased highway congestion, as auto travel demand grows faster than programmed increases in highway capacity and is consistent with future year MTC highway network assumptions.

According to the 1998 BART Station Profile Study, 49% of home-to-BART

Figure 12: Fall 2003 Transbay Load Factors

Transbay Load Factors	AM Peak Hour	AM Shoulder	Peak Period
Standard	1.35	1.15	--
All Transbay Routes	1.11	0.90	0.98
Richmond to Daly City	1.05	0.85	0.92
Pittsburg/Bay Point to Millbrae	1.04	0.93	0.98
Dublin/Pleasanton to SFO	1.33	1.00	1.11
Fremont to Daly City	1.16	0.86	0.97

trips are through automobile access. Other home-to-BART modes of access include walking (26%), bus or other transit (23%), and bicycle (3%). Installation of new bicycle racks and lockers over the next ten years, in addition to those already installed, will bring the total to 2,651. In 2003, 5,370 parking spaces were added at three of the four new BART-SFO Extension stations, bringing the BART system-wide parking count to 46,748 total spaces.

Other than these facilities at the new stations, the ridership forecast assumes that the relationship between the supply and demand for BART station parking and other access amenities remains unchanged. Historically, BART has had ridership growth at levels similar to this forecast without significant changes to access. It is also assumed that transit services operated by other Bay Area agencies which provide feeder bus services to BART continues at current levels. It should be noted that BART has adopted systemwide access mode share targets as part of the twelve station Access Plans and three station Comprehensive Plans completed to date (described in greater detail later in Section 4.2.4, Station Access Improvements). These mode share targets were also applied to the Daly City Access Plan completed in December 2002 and will be applied to all future Access and Comprehensive Plans. After more of the access amenities from these plans are implemented, forecast ridership could increase and mode share of patron access could change.

Extensions

The ridership forecast reflects the existing 43 stations, including the recently opened BART-SFO Extension project with FY04 the first full year of revenue operations. Extension ridership is expected to phase-in at a higher than core system growth rate over the first several years of service, as BART experienced with the five extension stations opened in the mid-1990s.

New rail facilities or services identified in BART's CIP are not included in the baseline ridership or service plan forecasts for the SRTP. As funding and construction timelines for these projects develop, these projects will be included in future forecasts for ridership and service plans. However, Chapter 5 contains an operating financial forecast for an expanded system that includes the West Dublin/Pleasanton Station, the Warm Springs Extension, the BART/Oakland Airport Connector, and the East Contra Costa Rail Extension. These projects are included in the MTC's RTP and the District is required to demonstrate its ability to fund operations of the service.

Ridership Forecast Results

As shown in ***Figure 13***, average weekday trips are projected to grow from an estimated 316,600 in FY05 to 376,500 by FY14. Weekday trips at the five stations that are part of the BART-SFO Extension project (including the Colma station opened in 1996) are projected at 29,600 in FY05, growing to

Figure 13: BART Ridership Forecast

RIDERSHIP	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Avg Weekday Trips	316,600	324,900	332,700	340,300	346,400	352,200	358,100	364,400	370,400	376,500
Annual % Growth		2.6%	2.4%	2.3%	1.8%	1.7%	1.8%	1.8%	1.6%	1.6%
Annual Trips (millions)	93.7	96.2	98.5	100.7	102.5	104.3	106.0	107.9	109.6	111.4
Annual % Growth		2.6%	2.4%	2.3%	1.8%	1.7%	1.8%	1.9%	1.7%	1.7%
Annual Passenger Miles (millions)	1,270.4	1,309.4	1,346.2	1,380.5	1,408.1	1,434.7	1,460.3	1,487.7	1,513.9	1,540.6
Annual % Growth		3.1%	2.8%	2.6%	2.0%	1.9%	1.9%	1.9%	1.8%	1.8%

44,400 by FY14. Annual ridership is projected to increase from 93.7 million trips in FY05, to 111.4 million trips by FY14.

Over the next ten years, passenger trips are forecast to grow moderately, unlike the rapid double-digit percent growth experienced by BART in FY00 and FY01, and the nearly as large decline seen in FY02 and FY03. The growth for core 38 stations, not shown in the figure below, is projected to average 1.6% over the ten years, starting with annual growth projected at 1.8% for FY05, slowing to 1.6% by FY14.

4.1.2 RAIL SERVICE PLANNING MODEL

BART's Service Planning Model is used to forecast train and car counts and vehicle miles for the SRTP, the Fleet Management Plan, and other planning work, including expansion projects. This model has been extensively revised and expanded over the years and is used to project the service plan elements for forecast fiscal years. Rail service plans are based on ridership forecasts and operating constraints, such as car loading standards, minimum service headways, train route end-to-end run times, routes to be operated, and modular train sizing rules.

Using forecasted ridership flows as primary inputs, the model allows users to quickly build operating scenarios to accommodate the ridership. Trains are grouped by time periods. However, the level of detail does not include each specific train to be operated, such as a schedule would. The model was created to be quite accurate in forecasting vehicles and vehicle hours and miles required and to be appropriately sensitive to changes in system configuration or ridership. The model produces an operating plan for an entire weekday and output measures include expected average car loads, headways, number of trains on each route, total cars required, control cars required, peak trains on line, number of cars in maintenance, car hours and miles, and train hours.

The SRTP service plans assume that BART will maintain the same high level of operating performance as discussed in Chapter 3. Achievement of train and customer on-time performance is critical to attainment of

the ridership forecast and to service plan operability. The capital improvements, such as AATC, funded in BART's capital program are assumed to be in place as needed to allow service to be expanded to meet the future demand. As noted earlier, the FY05 SRTP service plan forecasts reflect only the BART-SFO Extension, and do not include operations of any other rail facilities or services identified in BART's Capital Program.

Ridership growth over the SRTP forecast period is projected to require some increase in service levels and efficiencies over that of today. ***Figure 14: BART Rail Service Forecast*** presents a preliminary overview of how BART could operate service to insure that sufficient capacity is available to accommodate the projected 19% gain in ridership to 376,500 average weekday trips by FY14.

Currently, all service plans forecast base weekday headways at 15 minutes. Peak service requirements in the a.m. and p.m. periods are projected to increase from 522 cars and 61 trains online in FY05, to 575 cars and 64 trains by FY14. In the same time period, Transbay peak hour trains are forecast to increase from 22 trains in service for FY05 to 24 trains.

Base trains required to provide 15-minute headway service levels are projected to stay at 52 through FY14. Early/Late trains, required for 20-minute headway service at the beginning or end of weekday service and on weekends, are estimated at 25 through the ten-year period. Total car miles and hours for these service plans are forecast to increase from 64.2 million and 2.1 million, respectively, for FY05 to 70.5 million and 2.3 million by FY14.

4.1.3 OPERATING PERFORMANCE OBJECTIVES

To achieve the levels of ridership forecast in this document, BART will need to maintain, and even improve, key operating performance standards. Quality performance will allow BART to maintain its current ridership base and attract new customers. Performance measures have been developed for BART's Strategic Plan update to address the Strategic Plan's seven Focus Areas. The Focus Areas

Figure 14: BART Rail Service Forecast

SERVICE PLANS	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Peak Vehicles	522	522	522	523	531	535	544	554	562	575
Peak Trains	61	61	61	61	61	63	63	63	63	64
Base Trains	52	52	52	52	52	52	52	52	52	52
Early/Late Trains	25	25	25	25	25	25	25	25	25	25
Total Car Miles (millions)	64.2	64.2	64.2	65.8	66.7	66.6	67.4	68.6	69.5	70.5
Total Car Hours (millions)	2.1	2.1	2.1	2.1	2.1	2.1	2.2	2.2	2.2	2.3
Route Headway	15	15	15	15	15	15	15	15	15	15
Transbay Pk Hour Trains	22	22	22	22	22	24	24	24	24	24

are: the BART Customer Experience; Building Partnerships for Support; Transit Travel Demand; Land Use and Quality of Life; the People of BART; Physical Infrastructure; and Financial Health. Several of these operating measures are discussed below (Financial Health measures and goals are discussed in Chapter 5). Performance measures will be updated in conjunction with each Strategic Plan update.

BART can help build its ridership base by listening to customers and responding to their needs. As reported in the 2002 BART Customer Satisfaction Study, 80% of riders indicated they are very satisfied with BART services and 90% would recommend BART to a friend. These percentages have recovered as equipment renovation was completed, as compared to the surveys completed in the late-1990s. This level of satisfaction can be maintained into the future by ensuring a customer on-time performance level of at least 94% and increasing to 96% by FY10. This will allow BART to preserve its high level of customer satisfaction and provide quality service. The results of the Fall 2002 survey are available on BART's website and the next survey is scheduled for Fall 2004.

BART should also work to understand the changing patterns of constituent transit travel demand. Related Strategic Plan goals range from optimizing the use of existing capacity, such as improving reverse commute options, to improving station access by all modes and closing gaps in regional rail service between and among population and employment centers. Access by transit has been measured at 21.5% for the system. Increasing this share to 22% by FY10 will capitalize on the regional transit system and will be necessary to meet ridership projections, given current BART parking constraints.

System utilization, the ratio of passenger miles to revenue seat miles, measures the utilization of BART service by passengers, not just at peak load points, but on all parts of the system during all revenue hours. The goal is currently set at 35%, but this measurement will improve as more passengers ride in the reverse commute direction and non-peak hours, utilizing seats already in revenue service.

By maintaining reliable infrastructure, as reflected by having 95% or more of faregates in service, BART improves customer satisfaction. The forecast increase in the number of passengers will create greater demand for fare equipment, so reliability is paramount to customer satisfaction. Faregate reliability is also linked to the District's Financial Health, since passengers being unable to process their tickets causes a reduction in fare revenue.

Vehicle reliability is key to supporting planned levels of service. The mean time between car failures is a measure that BART has been able to improve upon each year. The measure is forecast at 1,500 hours between

Figure 15: BART Performance Indicator Goals

	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Customer On Time	94.0%	94.0%	94.0%	94.0%	94.0%	96.0%	96.0%	96.0%	96.0%	96.0%
Customer Satisfation	80.0%	80.0%	80.0%	80.0%	80.0%	82.0%	82.0%	82.0%	82.0%	82.0%
Transit Access Share	21.5%	21.5%	21.5%	21.5%	21.5%	22.0%	22.0%	22.0%	22.0%	22.0%
System Utilization	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%
Faregates in Service	95.0%	95.0%	95.0%	95.0%	95.0%	98.0%	98.0%	98.0%	98.0%	98.0%
Vehicle Reliability (mean time in hours between car failures)	1,500	1,500	1,500	1,500	1,500	2,300	2,300	2,300	2,300	2,300

failures, improving to 2,300 hours by FY10.

Figure 15: BART Performance Indicator Goals details the level of service BART will need to maintain to achieve forecast ridership, service, and financial stability.

4.2 Capital Improvement Program

4.2.1 PROGRAM AREAS

The program areas are:

- System Reinvestment
- Earthquake Safety
- Service & Capacity Enhancement
- System Expansion

The two program areas with the largest number of projects, System Reinvestment and Service and Capacity Enhancement, are further divided into subprograms based on types of capital assets. Those subprograms are Rolling Stock, Mainline, Stations, Controls and Communications, Facilities and Work Equipment. The System Expansion Program is divided into the various extension projects being studied, designed or constructed within the BART system.

4.2.2 SYSTEM REINVESTMENT PROGRAM

The System Reinvestment Program consists of numerous infrastructure rehabilitation and replacement projects. The projects are designed to significantly improve the reliability of BART's rail cars, fare collection equipment, escalators and many other system elements. These projects will directly improve the transit experience of BART riders and will move riders more quickly through the BART system. The following is an illustrative list of the System Reinvestment subprograms with an example project that would fall under that category: Rolling Stock (car rehabilitation), Mainline (track rail replacement), Stations (escalator renovation), Controls & Communications (automatic train control), Facilities

(cash handling building renovation), and Work Equipment (non-revenue vehicle replacement).

In 1995, BART began a billion-dollar campaign of reinvestment in its infrastructure in order to ensure continued high service reliability with a physical plant that was beginning to show signs of age. As additional needs became apparent and additional funding was identified, the Track One reinvestment program grew to approximately $1.5 billion, nearly all of which has been successfully completed. There are assumptions in the Rail Operating Plan that there will be a continuing level of investment into the District's existing capital infrastructure such that current reliability levels, for example with rail cars, can be maintained.

The current status of selected major projects included in the original Systemwide Reinvestment Program is as follows:

Automatic Fare Collection Modernization / TransLink Implementation

This program provides complete replacement of all fare collection equipment throughout the system, including ticket vendors, addfare machines, and faregates. The program also furnishes new bill-to-bill change machines for installation in each BART station, upgrades to the centralized DAS, and station infrastructure upgrades. The new fare collection equipment is compatible with MTC's TransLink Program. The AFC Modernization Program is virtually completed. Revenue service for TransLink smart card fare payment is anticipated to commence in late 2005, with the implementation of the TransLink Program targeted for completion in 2006.

Escalator Renovation and Replacement

This program encompasses the full renovation or replacement of escalators throughout the core system. Twenty-three escalators have been completely replaced. Of the remaining 120 escalators, scheduled to be renovated instead of replaced, 99 were completed under contract as of the end of 2002 and 15 were renovated by BART escalator mechanics as of the end of 2003. The final six escalators were built by a different manufacturer and are being renovated by BART staff, with a scheduled completion by the end of 2004.

Advanced Automatic Train Control System

This project covers installation of new train control technology from Bay Fair to Daly City. The new technology will allow decreased runtimes and

headways in the most congested part of the BART system. This project is assumed in the rail service planning model described in section 4.1.2 of this chapter. AATC project completion is under review.

"Next Generation" Renovation Program

Even after the list of projects contained in the "first generation" of the system reinvestment program has been complete, the work of rehabilitation and replacement to the BART District subprogram areas will not be complete. All elements contained within a rail system have a useful life, after which deterioration of that element will negatively affect the performance, safety and customer satisfaction measures of the District. Reinvestment must occur in an ongoing fashion. To that end, the 30-year System Reinvestment Study is working towards better predictions of the life cycles and replacement costs of different elements of the District's physical assets.

From that study, and related engineering work, a necessary "next generation" reinvestment program has been developed and is now being refined. In addition to structural, mechanical and power related renovation projects, a discussion of whether to renovate or replace train cars is underway. Specifically, the C-1 Cars will be coming to the end of their useful life in the outer years of this document's ten-year time frame, approximately FY11. Discussions are underway as part of the update of the Fleet Management Plan (described in Section 1.5.5, Fleet Management Plan, of this document) as to whether the District's preferred strategy for addressing the aging of the 150 C-1 Car fleet is to replace those cars or to overhaul certain elements of those cars. The purpose of a minimal overhaul would be to improve the reliability and useful life of the C-1 Cars so that their life would be extended and they would ultimately be replaced as part of the same replacement cycle for all the existing vehicles in the BART fleet. The replacement of all cars at once may enable the District to realize savings from economies of scale, especially if combined with a VTA car purchase, and, more importantly, would allow the District to explore the purchase of different car types. Neither C-1 Car Replacement or Rehabilitation projects have funding identified. Until the update of the Fleet Management Plan discussions are complete, this document continues to carry a placeholder project for C-1 Car Replacement in *Appendix D*.

All the identified projects that comprise an initial look at a "next generation" reinvestment program are listed at the end of this document in the Track 2, unfunded portion of *Appendix D: FY05 Capital Improvement Program Database*.

Security Program

The District has continued through the past year to enhance its security and safety activities. The BART security program is comprehensive in nature,

covering various operating and capital systems programs. Education programs to heighten employee and customer awareness of potential suspicious activities within the BART system, emergency service drills, and installation of additional monitoring systems are examples of such programs. Though the bulk of the activities are transparent to the public eye, the more visible elements include the use of police and trained dogs to randomly inspect trains, stations and facilities. Detailed security project descriptions are not made available through this public document, to avoid compromising the safety of the District's systems. References to specific security projects have been eliminated in favor of the more generic project titles "Systemwide - Station Security Projects" or "Systemwide – Mainline Security Projects" in *Appendix D: FY05 Capital Improvement Program Database*.

Funding Developments

In FY04 and FY05, the District is expected to receive increased Federal Section 5307, Section 5309 and local Bridge Toll grant funds for various necessary renovation projects. The FY04 federal grant fund amounts totaled approximately $46 million and the FY05 amount is expected to total approximately $37 million. These grant funds have helped to offset other fund sources and have been targeted to fund projects that cover the Districts recurring infrastructure reinvestment needs. Several of those key recurring projects rely, in a normal year, upon District operating-to-capital allocations to continue timely delivery of the ongoing reinvestment program. Such allocations from operating have not been possible since FY01, given the District's Operating Budget troubles in FY02-FY04.

For years subsequent to FY05, Section 5307 and 5309 funding levels will be dependent on the renewal of federal transportation authorizing legislation, the replacement for the Transportation Equity Act for the 21st Century (TEA-21) program. With uncertain future levels of federal funds for reinvestment, and state funding continuing to have an expansion and enhancement focus, obtaining grant funding for necessary BART reinvestment projects is likely to become more difficult in the long term.

At a regional level, as part of the MTC Regional Transportation Plan ("Transportation 2030") update, the Commission voted in December 2003 to back away from its policy to fund 100% of the Transit Capital Shortfall, a policy first adopted in 1998 and reaffirmed in the 2001 RTP. The Transit Capital Shortfall is a simple measure of the cost of meeting each operator's respective remaining capital reinvestment needs, after available regional grant or operator funds have been used to fund renovation. When the 100% Transit Capital Shortfall policy was in place, the individual counties within the District were under guidance from MTC to set aside enough discretionary grant funds to ensure full funding of identified remaining reinvestment needs. The

number never included the BART Earthquake Safety Program.

Because of the overwhelming reinvestment needs presented by both transit agencies and local entities, for streets and roads maintenance, and the uncertain levels of future fund availability, MTC agreed to change its 100% Transit Capital Shortfall policy and fund only the region's highest priority reinvestment needs. For BART, this new policy means that the MTC and the counties within the District will need to cover the shortfalls for three main project areas over the next 25 years: renovation or replacement of BART's 669 revenue vehicle fleet; renovation of various mainline structures (rail structures, fencing, remote monitoring equipment and power delivery systems); and train control systems (wayside and on-board controls and radios). This policy change also means that approximately $1.4 billion, or 25%, of BART's reinvestment needs, principally related to stations and yards, will have to be met with funding sources yet to be identified.

The category of funding for security projects is unusual in that the grant fund sources come from a multitude of federal and state sources, not just the traditional transit and transportation sources. BART has succeeded in receiving various grant funds since 2002 for the use towards BART security programs. Specifically, BART has received capital and operating funds totaling nearly $4 million in the form of US Department of Justice grants, FTA Safety Grants, State Homeland Security Grants, and Urban Areas Security Initiatives Metro Rail Transit Grants. Efforts to gather further funding for security programs are ongoing, with pending federal grant requests totaling approximately $65 million.

4.2.3 EARTHQUAKE SAFETY PROGRAM

Background

The Earthquake Safety Program (ESP), is a top priority for successful completion by the District. The original BART system was designed to withstand much greater seismic stress than required by construction standards of the time. The 1989 Loma Prieta earthquake provided a significant test of that design. BART was back in service just hours after the event, while many other Bay Area road bridges, freeways, and other structures suffered major damage. With the Bay Bridge out of service, BART served as a vital link between San Francisco and the East Bay following the earthquake. However, the epicenter of the Loma Prieta earthquake was 60 miles distant from most of the BART system. BART faces earthquake risk from several major fault lines in the immediate vicinity of BART rail lines.

Seismic Vulnerability Study

A comprehensive Seismic Vulnerability Study, which BART developed over more than a year of engineering analysis and which was presented to the Board of Directors on June 6, 2002, provides the underpinnings for the ESP. The Seismic Vulnerability Study

evaluated the risk from a major Bay Area earthquake at a nearby fault and identified retrofit strategies to enable the Original System to withstand such a major earthquake.

The Seismic Vulnerability Study defined two ESP options. The first, the "Systemwide Safety, Core System Operability" Program, would retrofit the 71-mile original BART system (the "Original System") to withstand a major Bay Area earthquake. The retrofits performed under this program would protect the Transbay Tube, aerial and other track structures, stations, maintenance facilities and other structures and would facilitate a rapid return to service in the core system, spanning from the west portal of the Berkeley Hills Tunnel to the Montgomery Station. The "Systemwide Safety, Systemwide Operability" Program, would go further to retrofit the entire original system to allow a return to full systemwide operation shortly following a major earthquake. This designation is for planning purposes only. Efforts are continually underway to fund and complete the full program and enable the entire system to remain safe and operable when faced with a seismic event.

Caltrans Local Seismic Safety Retrofit Program

Caltrans has for many years been implementing a program to fund the seismic retrofit of local transportation facilities that could pose a risk to the operation of highways and streets in the event of an earthquake. BART has 227 such aerial structures, which cross over local roads, scattered throughout the multi-county BART district. In May 2001, BART and Caltrans executed a Memorandum of Understanding, which commits Caltrans to funding the retrofit of these aerial structures in an amount estimated to be $150 million. Of that money, 88.53% is to come from federal funds (FHWA) and 11.47% ("local match") was to come from state funds. Though the State was intending to provide this local match, budget troubles have meant that they are now requiring BART to provide these matching funds from other (as of yet) unidentified funding sources.

Earthquake Safety Program Implementation

BART plans to implement the ESP in four stages, with Caltrans Local Seismic Safety Retrofit Program elements interspersed throughout the overall Program. First, BART will retrofit the Transbay Tube, a crucial element of the system. After this, priority will shift to the portion of the system from the west portal of the Berkeley Hills Tunnel to Montgomery Station. Together, these two elements will create an operable segment, which can provide transbay service quickly following a major earthquake. In September 2002, BART received a California Environmental Quality Act (CEQA) exemption for the retrofit of that portion of the system between the Berkeley Hills Tunnel and Montgomery Station. Finally, BART will retrofit additional trackway structures, stations, systems, administrative, operations and

maintenance facilities, as funding permits.

Funding Developments

As of FY03, BART had secured $193 million from various sources for the ESP. Grant funds include $20 million of State Traffic Congestion Relief Plan funds, $10.2 million of STIP funds programmed by the Alameda County Congestion Management Agency, an estimated $150 million of Caltrans Local Seismic Safety Retrofit Program funds, and $3 million of federal Congestion Management and Air Quality funds. In addition to grant funds, operating results in FY00 and FY01 permitted allocation of nearly $10 million in District funds to the Program.

With the State of California's budget problems, the ESP has been the recipient of a number of negative funding developments. First, of the original $20 million in TCRP funds programmed to the ESP, $11.5 million was suspended by the Legislature during budget deliberations at the end of calendar year 2003. Second, of the estimated $150 million in Caltrans Local Seismic Safety Retrofit Program funds (as described above), the State is no longer agreeing to provide the 11.47% needed as the local match to federal funds.

The SRTP financial forecast indicates significant economic uncertainty, which will effectively impede future BART contributions to the ESP. During 2004, BART has continued to pursue other funds for the ESP, with varying degrees of success. BART staff and elected officials failed to gain inclusion of funds for the ESP in the county transportation sales tax measure expenditure plan in Contra Costa County (Measure C renewal). On the other hand the ESP was successfully included for $143 million in the expenditure plan of Regional Measure 2, the $1 surcharge to the cost of travelling across Bay Area bridges approved by the voters in March 2004. The ESP is an eligible project in San Francisco County's 2003 voter approved Proposition K expenditure plan. Alameda County's Measure B Reauthorization, passed by the voters in 2000, includes in Tier 2 over $100 million for BART's ESP. BART will also pursue other funding opportunities, such as continuing efforts to included the ESP in any federal TEA-21 renewal legislation, as they arise.

On June 10, 2004, the BART Board of Directors adopted a General Obligation Bond (G.O. Bond) Program Report and Resolution, which authorized placement of a G.O. Bond measure on the November 2004 ballot in the three BART District counties – Alameda, Contra Costa and San Francisco. The G.O. Bond is for $980 million and is designed to pay a portion of BART's Earthquake Safety Program. In November 2002 a $1.05 billion bond measure to fund the BART ESP was placed on the ballot and narrowly missed the two-thirds super majority required to pass, with 64.2% approval across the District.

4.2.4 SERVICE & CAPACITY ENHANCEMENTS

Service & Capacity Enhancement Program

This program area includes a variety of elements, including accessibility improvements to better accommodate disabled riders, general access to BART stations through a variety of modes, station area development to attract and accommodate increased ridership, and projects to increase the passenger-carrying capacity of the BART system, including station and line-haul capacity. Certain projects within the Service & Capacity Enhancement Program must be completed in order to meet the assumptions made in the Rail Operating Plan in the SRTP portion of this chapter.

One notable project in this category, the Pleasant Hill Crossover project, is important to enable the service levels developed for the Operating Plan. Funding for this project is included in the bridge toll increase measure (RM-2) on the March 2004 ballot. In the event the Pleasant Hill Crossover is not completed, alternative service plans have been developed that provide for serving the projected ridership with the available vehicles, although at somewhat higher load factors. In addition to this project, shops expansion will be necessary as service levels increase to maintain the system reliability levels to operate sufficient trains per hour to accommodate anticipated riders on the existing BART system. Efforts continue to identify full funding for such systemwide Service and Capacity Enhancement Projects.

Approach to Future Capacity Needs

In recent years, BART experienced ridership growth such that the need to address certain system and station capacity limitations became apparent. Despite the recent downturn in ridership, due in large part to the region's economic slump, ridership levels are still higher than they were in the summer of 1999. A System Capacity Program has been developed and is currently being refined. The evolving approach to dealing with capacity constraints suggests the need for capital investment in three stages of increasingly complex and costly projects.

The first level of investment, to implement various improvements already provided for in BART's CIP, is underway. Congestion at ticket vendors and faregates has already emerged as a problem exacerbated by rapid ridership growth. Therefore, procurement and installation of expansion automatic fare collection equipment is a near-term high priority, and initial funding was received in FY01. Installation of 82 additional faregates and 25 ticket vendors for capacity expansion has already been completed. Expansion of maintenance shop facilities is nearly complete. The need for expansion of vertical circulation (additional stairs and escalators) within a number of stations has already been identified, with grant funding being sought to continue station specific project development.

The next level of investment is likely to be triggered by the need to accommodate ridership between 420,000 – 500,000 daily riders, beyond the forecast horizon of this document. Such investment would involve additional and more costly improvements such as additional track cross-over improvements (i.e., near Richmond), additional shop and yard facilities, station access and vertical circulation improvement, and possibly additional new transit vehicles. Current ridership projections show this second level of investment being reached at or just within the timeframe of this document, sometime after FY12.

A third level of investment, likely to be needed when daily ridership rises above 500,000, might include projects that are orders of magnitude larger than those in the first two stages. Projects included in the third phase could include increasing transbay capacity, more cars, new shops and yards, major station expansions, infill stations, and new extensions. For example, one of the initial findings of BART's System Capacity Study is that BART's Transbay Tube itself is not the primary constraint on increased transbay capacity. With the implementation of Advanced Automatic Train Control, BART will be able to run trains closer together. With those closer headways, the problem then becomes the central business district in San Francisco, where trains are slowed down by the stops at the four closely spaced and heavily used downtown stations. A potential solution that would eliminate this bottleneck and expand line and station capacity could be a new BART line in San Francisco. In addition to physically extending BART service in San Francisco, such an extension could serve to substantially increase train throughput in the existing Transbay Tube.

As the City and County of San Francisco and the Municipal Railway consider transit expansions in various transit corridors, BART maintains an interest in working as a partner in these studies to ensure strong BART connections. Further, given the potential capacity gains of a BART extension in San Francisco, BART should be considered as an alternative in certain key corridors, such as the Geary Corridor, as transit needs increase over the next 30 years. Key decisions for these major investments will need to be made in the next few years. The System Capacity Study process is working to outline strategies towards making those difficult decisions.

Station Enhancements and Upgrades

The Station Enhancements and Upgrades category describes capacity expansion and enhancement projects within the paid and unpaid areas of BART stations. Station related work is difficult to categorize, but has a direct and high profile impact on the BART District's riders and partners. BART is committed to working towards enhancing and upgrading stations and, to that end, provides staff in the technical areas of planning, real estate, customer access, maintenance engineering, and architecture, to

ensure that projects are able to progress.

Station projects are some of the more complicated to understand. In order to set the context, it is worth noting a few things about the various projects occurring at BART stations. In some manner, every station is a 'work in progress'. *Appendix C* of this document provides a snapshot update of the most recent activities at each of the stations within the District, the *Station Status Report (SSR)*. The tables included as *Appendix D* of this document, as part of the CIP database, are not inclusive of every project in the planning stages or underway at any given station. The tables include only those projects being managed by BART and for which funds are passing through BART's accounts. Station capital projects are listed either as systemwide projects or on an individual station basis. The *Station Status Report* describes a broader array of activities, including those projects being coordinated by partner jurisdictions, non-profit organizations, or other entities. Funding for these projects may be coming from similar sources as funds acquired for projects managed by BART, but the funding is going directly to a city, redevelopment agency, or other entity managing any particular project.

In addition to the station by station activities listed in the *Station Status Report*, general station related enhancement and upgrade projects and programs are discussed in the following sections.

General/Planning

A second round of Comprehensive Plans are scheduled to be completed during FY05 at six stations: Bay Fair, El Cerrito del Norte, Embarcadero, Richmond, 16th Street, and Walnut Creek. The third round of Comprehensive Plans is scheduled to be completed during FY06 and is proposed to include eight stations: Ashby, Berkeley, Concord, El Cerrito Plaza, Glen Park, MacArthur, North Concord, and Powell. The first round of Comprehensive Plans were completed in FY03 for Balboa Park, Pleasant Hill, and Union City. Comprehensive Plans are universal in scope, with the goal of acting as the coordinating mechanism for development activities and station capacity planning activities, in addition to the station access planning activities.

As stated in Chapter 1, proposed capital projects resulting from the Comprehensive Plans have been included, where appropriate, in the CIP database.

Station Enhancement Projects

Several recent examples of station enhancement projects or upgrades have been successfully implemented within the District. Prominent among these are the 2003 completion of the

reconstruction of the southwest station entrance plaza at the 16th/Mission Street Station, streetscape improvements at Concord Station, and access and accessibility improvements at both Glen Park and Balboa Park stations. It should also be noted that, for the first time, as part of the 2002 RTP update, future grant funds were planned by Alameda County's CMA to be programmed for general station enhancements within the northern jurisdictions in the county.

Station Capacity Projects

As with station related renovation projects, station related capacity projects can be divided into systemwide and station specific. An example of systemwide station capacity projects includes AFC Expansion. An example of a station specific capacity project includes the Phase One Expansion of the Balboa Park Station.

BART work on Station Capacity Plans has progressed, along with the other elements of the System Capacity Study, through 2003. Station Capacity Plans build on the format created through the Station Comprehensive Plan process, focusing solely on the issue of capacity, without analysis of development at, or access to, the station. Once Station Capacity Plan work had begun, it became necessary to assess the impacts to the existing BART stations of the construction of a VTA/BART extension to San Jose. The results of the initial phase of the station capacity planning process, titled "VTA Impacts on BART Core System Stations: Phase 1 Preliminary Study", were compiled in the Fall of 2003. Project cost estimates for capital improvements at each station, including breakdowns of impacts from future VTA ridership, were identified. This "Phase 1" Study utilized modeling techniques based on four "prototype" stations; Downtown Subway, Neighborhood Subway, Aerial Center Platform and Aerial Side Platform. The stations of Embarcadero, Balboa Park, BayFair, and Walnut Creek, respectively, were used to create the model for each of the prototype stations. Criteria were developed regarding safety and passenger service levels and applied to each of the station prototypes to determine platform capacity, vertical circulation (stairs/escalators) capacity, and faregate capacity. A subsequent step of the Station Capacity Study involved the examination of three stations (Ashby, 16th Street Mission, and El Cerrito del Norte) in detail to ensure the accuracy of the cost estimates applied during the Phase 1 study. Cost estimates for capital improvements at each station are included in the unfunded portion of the CIP database, in *Appendix D*, and were included in BART's applications to MTC as part of the Regional Transportation Plan update, Transportation 2030.

Station Access Improvements

∉# General/Planning

The District has ongoing station access improvement programs. In FY02, Access Plans were completed at twelve stations throughout the District. The

Access Plans were intended to guide investments at stations and help with the achievement of the District-wide goal of reducing the share of A.M. peak period patrons arriving by solo driving. For FY05, Access Plans will be completed as part of the more all-encompassing Comprehensive Plans at seven stations. As stated in Chapter 1, proposed capital projects resulting from the original round of Station Access Plans have been included, where appropriate (i.e., BART will be the recipient of grant funds to implement a given project), in the CIP database. Projects identified as part of future Comprehensive Plans will also be included in the CIP database.

During FY03 and FY04, along with the *Transit Oriented Development Guidelines*, the District developed *BART Station Access Guidelines*. The *BART Station Access Guidelines* are intended to map out how BART can optimize access to stations by all modes. The guidelines are designed to provide a clear framework to assist BART staff and contractors in designing facilities at both new and existing stations focusing of physical design issues.

The guidelines are also intended as a resource for BART's partners (cities, counties and other transit agencies), suggesting ways in which BART and its partner agencies can work together to provide a "seamless journey" for all BART customers. The intent is that the "seamless journey" should allow pedestrians, bicyclists and bus riders to have as convenient and enjoyable way to access BART stations as those arriving in a private automobile. The *Station Access Guidelines* are available, upon request, from the BART Customer Access Department.

⁄# Bicycles

The BART Bicycle Access program staff completed a Systemwide Bicycle Plan, which was presented and distributed to the BART Board in September 2002. As with the Station Access and Comprehensive Plans, the Bicycle Plan includes a list of proposed projects, each in various stages of design and cost development, which have been incorporated into the CIP database as both Track 1 (funding source identified) and Track 2 (no funding identified). Examples of bicycle projects proposed as part of the plan, oftentimes pending the availability of funds, include continued replacement and expansion of bicycle lockers at stations throughout the District, addition of bicycle-accommodating stair channels, and attended bicycle storage facilities at some stations. The FY02 Access Pilot Program bicycle projects, many of which are completed, have been incorporated into the overall Bicycle Access Program.

BART received funding and initiated projects to install bicycle racks inside the paid areas at 16th, 24th and Civic Center stations, and to provide

directional signs and information. A bicycle signage design project was started in December 2003 to provide a comprehensive guide with specifications for information, direction and way-finding BART bicycle signs. The bicycle signs will interface with station signage already in existence and use international standard icons. Signs will include way-finding information to clarify bicycle paths to and from BART stations and help riders make essential decisions at the right moment. The signage program will be implemented in the three funded San Francisco stations, and the specifications will be included in the BART standards as well as used to seek funding for additional stations.

⁄# Autos

BART activities in the arena of auto-oriented Service and Capacity Enhancements include innovative facility management and capacity expansion. Innovative programs currently underway to manage auto-oriented access demand include the City Car Share Program, the Reserved Parking Program, the Electric Vehicle Program, the Station Car Program, the Smart Parking Pilot Program and the Taxi Program. A couple of the parking programs listed below are described in greater detail in Section 2.3.4 of this document in reference to parking related revenues.

The City Car Share Program, the newest access pilot program, began a one-year demonstration project in July 2002. The success of the project has prompted an extension and an expansion of City Car Share locations within the BART system. Originally located within the parking areas at the Rockridge and Glen Park Stations, the City Car Share program added the Ashby station parking lot as a location in October 2003. BART is working with City Car Share to implement new sites at Fruitvale and Pleasant Hill Stations. The City Car Share Program is a non-profit organization that provides affordable hourly car rentals after an initial registration and membership fee. City Car Share is also located within walking distance from the following ten BART stations: 24th St. Mission, 16th St. Mission, Civic Center, Powell St., Montgomery St., Embarcadero, Downtown Berkeley, Oakland City Center/12th St, Lake Merritt, and Daly City. More information can be found on the internet at www.citycarshare.org.

The District-wide Monthly Reserved Parking Program, an internet-based Long Term Parking reservation program, and a re-introduction of the Parking Validation program at impacted stations are all described in Chapter 2 (Section 2.3.4 Parking Programs). The District's Drop-Off program/policies are currently under review and overlap with efforts in the Pedestrian Access program area. There is also a current Carpool Demonstration Program that

allows carpool spaces that are still unoccupied after 10 a.m. to be used by single occupancy vehicles.

The Electric Vehicle program is a continuation of a pilot project, begun in 1995 at the Walnut Creek, Ashby, Colma, and Lake Merritt Stations, to provide reserved spaces for electric vehicles. Though the Electric Vehicle program facilities still exist, equipment obsolescence and lack of funding to upgrade that equipment is always a concern. The Station Car program, operated by Hertz at the Fremont Station, provides rental vehicles available through a monthly subscription program. The Station Car program started with gasoline fueled vehicles, but has now switched over to electric vehicles.

BART is working with the California State Department of Transportation (CalTrans) and the University of California, Berkeley, to implement a SMART Parking Pilot Program at the Rockridge Station beginning in September 2004. The program is designed to test technology that provides potential BART patrons using Highway 24 with real-time parking space availability information at the Rockridge Station.

BART Taxi Program currently allows taxi zones at twenty-seven of its stations. The list of specific stations is listed in the *Appendix B: Station Access Inventory*. BART has taxi rules that are intended to facilitate the orderly operation of taxis on BART property. Enforcement and monitoring of the taxi rules falls under the control of the BART Police Traffic Office.

Due to limited funding availability, there are few auto related capacity expansion projects. Where transit village projects are under development, the ability was granted by the BART Board in August 2000, as part of an official solicitation for the Private Financing of Commuter Parking, to charge for parking spaces above and beyond the number of spaces at the existing station configuration. That ability has allowed for the funding stream created by those parking charges to offset any financing or funding costs for capital projects to increase the total number of parking spaces available at that particular station at the completion of the transit village project. General parking expansion at existing stations may be possible where grant funding covers the costs for such projects.

⁄# Signage

The District is actively pursuing programs to enhance informational signage at and around BART stations. The goal is to make access to the stations and to activities surrounding the stations more accommodating to BART patrons, regardless of which mode they use to arrive or leave a station. Funding for the implementation of each of these signage programs is being pursued through every avenue. The majority of these programs are currently unfunded

and may have more success obtaining funding on a station-by-station or jurisdiction level, rather than as a system-wide program.

The Pathfinder Program is a comprehensive sign and brochure/map program to enable BART customers, particularly pedestrians and bicyclists, to easily find their way to BART stations, and from BART stations to local destinations. The Pathfinder Program is implemented at individual stations dependent upon the availability of grant funds. The Signage Inventory and Evaluation Study project is a two-part process, to internally assess the existing BART signage standards, and to develop better inventory and maintenance tracking tools to assist management of the signage program. Phase two of that project was completed in 2003 at five extension stations: Dublin/Pleasanton, Castro Valley, Pittsburg/Bay Point, North Concord/Martinez, and Colma. Lessons learned from the study have been incorporated into BART signage standards.

A Bicycle Signage design project is also underway, as described above in the Bicycles section of this chapter. The results from that project will be incorporated into the BART signage standards.

For the first time, Caltrans has agreed to allow the installation of BART logo signs, including the blue and black colors, onto freeways to better identify the path to BART Stations. Previously, any signs on freeways identifying the path to BART showed a picture of a heavy rail station and were in Caltrans' standard sign color of green. This upgrade of BART way-finding signage is planned to occur at various locations on Routes 4, 242, 680, 24, 580, 80, and 880 (total of 17 locations) in Contra Costa and Alameda Counties. BART will supply the signage, which is already manufactured and in storage, to Caltrans and Caltrans will install the signs. The current schedule calls for installation by January 2005. However, due to ongoing budget limitations, Caltrans may not be able to install the signs on the current schedule unless further funding can be identified.

In the arena of cyber-information and way-finding, the Real Time Travel Information Program is intended to provide BART system status, current departure information, delay information and elevator information over the internet. The program is in the planning stages and is intended to improve media reporting accuracy through consistent and timely information. The program is also intended to improve service to persons with disabilities through elevator service reports and diverting customer call center demand to the BART web page, so that people who don't have internet connectivity will receive more timely call center service.

∉# System Accessibility and ADA

BART continues to work on improving system accessibility for users with disabilities by incorporating ADA guidelines and regulations within the

system. The title 'ADA project' is a general title to address a variety of projects in *Appendix D: FY05 Capital Improvement Program Database*. These projects can be found both under individual station names, and on a systemwide basis. Included as ADA projects in the Service and Capacity Enhancements Program are accessible parking and path improvements, ADA compatible signage (sometimes, raised letter and Braille directional signage), and ADA-related elevator projects. Some ADA projects are listed in the reinvestment section, such as accessible fare collection equipment and platform edge tile replacement. Prioritization of ADA-related projects occurs via a combination of consultation amongst BART staff from different operational and capital project departments (the BART Accessibility Cross-Functional Team) and consultation with the BART Accessibility Task Force (Board appointed community members). Federal Section 5307 funds are programmed on an annual basis as part of a continuation of the region-wide 10% set-aside for use on ADA accessibility capital projects. BART is expected to cover the full local match requirements for these federal funds. Should this fund source remain intact and grow at a 3% escalation rate, approximately $45 million will be made available over the 10-year time frame of this document (FY06-FY14) to ADA –related capital projects.

The Federal Transit Administration, in its role of ensuring compliance with federal Americans with Disabilities Act regulations, conducts periodic audits of BART "Key Stations". The 2001 audit occurred at 12th Street, 19th Street, Berkeley, Civic Center, Concord, Richmond and Walnut Creek Stations. The most recent audit occurred in April 2004 at 24th Street, Coliseum, Embarcadero, Hayward, and Montgomery Stations.

⊄# Transit Connectivity

In the transit or intermodal arena, BART continues to work on coordination with other transit agencies with connecting services to BART stations. These efforts occur not only in the area of service schedules, but also in the area of capital projects, such as intermodal bus facilities. In the recent past, transit centers have been constructed at several BART stations. Current plans to construct new or expanded transit centers are limited by the ability to acquire grant or private funds. Many proposed transit villages currently underway with public funding have intermodal facilities as an eligible use for those funds.

⊄# Pedestrian

As part of the Passenger Drop-Off Program, many pedestrian friendly amenities are encouraged. Specifically, crosswalks, sidewalks, curb cuts and signage, are all elements of a successful pedestrian and customer drop-off infrastructure. At this time,

pedestrian projects are pursued on a station-by-station basis, pending the further development of the Pedestrian and Passenger Drop-Off Programs. Where possible, grant funding is being sought for specific project implementation. Out of the direct passenger drop-off zone, most of the possible pedestrian improvement projects are within the jurisdiction of a city or county. This necessitates cooperation between the District and local partners. Often times, pedestrian improvements are undertaken as part of an ongoing community planning or transit oriented development project.

Art at BART

BART has recently re-energized the Art at BART program in order to help make the BART customer experience more enjoyable. BART's station art program was established in the 1970s to place works of art in its stations as a complement to the varied station designs. With the recent station enhancement work occurring at stations, opportunities exist to incorporate public art into the projects. Descriptions of existing art at BART stations can be found on the BART web page in the station guide section. Individual new art related activities at stations are described in the *Station Status Report* included as *Appendix C*.

The *BART Station Access Guidelines*, finalized in October 2003, included art in the BART stations as an important access element. Also, art and the Art in BART program has been included in BART's Architecture Standards. Both of these documents will help insure that art elements are included in future capital improvement projects.

Transit-Oriented Development

The BART Board has adopted a Policy Framework for Station Area Planning that outlines goals and strategies in support of advancing transit-oriented development at and near BART stations. During FY03 and FY04, BART staff produced a system-wide document entitled *Transit-Oriented Development Guidelines* in support of the Board policy. The guidelines are designed to help guide planning and development around BART stations. They address the BART customer experience, station area land use, and station circulation and access as they relate to transit-oriented development. The guidelines also consider the unique geography, transportation network and varied community priorities of the San Francisco Bay Area. The document is available online at www.bart.gov.

FY04 saw BART's continued direct involvement in a wide variety of activities intended to support development of transit villages at BART stations. One such project, at

Fruitvale Station, has completed the first phase of its construction and is in operation. Other projects in various stages of development are slated for the Richmond, MacArthur, Union City, San Leandro, Pleasant Hill, and East Dublin/Pleasanton stations. BART is working closely with a variety of local jurisdictions, community groups and private development partners to advance such projects. BART is also coordinating efforts with local jurisdictions and county-level fund programming agencies to develop realistic public and private funding plans for these projects. Inclusion of transit village projects in county transportation investment plans, as is the case in the Alameda County CMA's Countywide Transportation Plan, is an important step toward eventual project funding.

Appendix C: Station Status Report indicates whether transit village activities are occurring at any given station. Transit village related information in the SSR includes planning activities at a station, whether an environmental review process has begun, and whether the BART District has issued RFPs for development or entered into any exclusive negotiating agreements for projects on BART's property. Where private funding is a significant portion of the project funding, it is so stated in the SSR.

The MTC's Regional Transportation Plan indicates whether there is any planned public transportation funding intended for a given transit village parking or intermodal facilities. Because, historically, some form of public grant funding is necessary to implement the construction of a transit village project, inclusion of a project in the RTP is an indication of the level of progress the project has made towards actual development. These transit village projects do not usually appear in the BART CIP database, because the funding and project management will be handled by a jurisdiction other than BART (usually the local jurisdiction). An example of all of this is the MacArthur BART Station Transit Village project. Public funding for the project is shown in Track 1 of the RTP, while no funding is indicated in this CIP. The reason for this is that, at this time, the City of Oakland is the intended recipient of the funds and the project manager for the implementation of the MacArthur BART Station Transit Village.

Funding Developments

Financial capacity to fund station and mainline capacity enhancement projects through allocations from operating did not exist during FY03 and FY04. Efforts are continuing to solicit grant funds for these projects. As part of the 2001 RTP, some station enhancement projects had been prioritized in Alameda and San

Francisco Counties for future grant funds. With the update of the RTP, Transportation 2030, occurring in 2004, it remains to be seen whether such a prioritization of station capacity and enhancement projects will continue within any of the counties. Cost estimates for capital improvements developed at each BART station, as part of Phase 1 of the Station Capacity Plan, were also included in BART's applications to MTC for the Transportation 2030 regional planning activities underway.

4.2.5 SYSTEM EXPANSION

System Expansion Program

System Expansion represents the fourth major component of the District's program of capital investment plan. With the passage of the Measure B Transportation Sales Tax in Alameda County, a dedicated funding stream has been made available towards the construction of the Oakland Airport Connector and Warm Springs projects. The passage of Regional Measure 2 is also scheduled to contribute significant funds to the Oakland Airport Connector, Warm Springs and East Contra Costa Rail expansion projects. Beyond these projects, however, there continues to be strong interest throughout the region in exploring additional future system expansion. As required by MTC's Resolution 3434, the operating financial plans for the projects listed within the capital System Expansion Program are discussed later in this document in Chapter 5, section 5.1.5.

In an effort to address those interests for continued system expansion within the region, while keeping an eye towards ensuring the financial health and sustainability of the District, the BART Board took the progressive step of adopting System Expansion Criteria and Process requirements on December 5, 2002. This new Board resolution was a natural progression from the "Policy Framework for System Expansion" resolution adopted by the Board in December 1999. Included in the 2002 System Expansion Process for project advancement are two stages, each with an opportunity to review whether a project is eligible to continue towards development. Stage One includes the Strategic Opportunity Assessment, with a subsequent Board review to determine whether a project should advance. Stage Two includes a Ridership Development Plan and Environmental Review, with a subsequent Board review to determine whether a project should advance.

System Expansion Criteria necessary for project advancement include: transit supportive land use and access, a ridership development plan (including a ridership threshold), cost-effectiveness, regional network connectivity, system and financial capacity, and partnerships. Specific examples for each of the criteria categories were presented to the Board as part of the System Expansion Project Advancement Criteria discussion and adoption.

San Francisco International Airport and Millbrae Extension

The BART to SFO Extension Project construction is complete and the service is in operation. Two more federal appropriations are needed to complete the obligation of the Federal Funding Grant Agreement for the project. BART received 98% of the FY03 scheduled appropriation of $100,000,000, or $98,358,234, and 98% of the FY04 scheduled appropriation of $100,000,000, or $98,417,890. Federal appropriations are also scheduled for FY05 and FY06. The latest updates on the SFO Extension Project can be found on the BART web site.

Oakland Airport Connector

The Project was adopted by the BART Board in March 2002, upon clarification of the Environmental Impact Report/ Environmental Impact Statement. The Federal Record of Decision on the project was signed on July 16, 2002.

Development of the Oakland Airport Connector Project (OAC) continued during FY04. On August 28, 2003, the BART Board pre-qualified six teams to propose on the Oakland Airport Connector Design-Build Project. The Request for Qualifications (RFQ) specified qualifications to be met by potential prime contractors, including technical capability, financial capacity and safety record. Six teams submitted qualification statements, and each statement was reviewed by an evaluation committee. The committee determined that all six qualification statements submitted met the prequalification requirements. In the spring of 2004 one team withdrew (Siemens/Bechtel) from the competition but the five remaining pre-qualified AGT technologies are varied and include rubber tired, monorail and maglev vehicles.

In December 2003, a Draft Request For Proposals (RFP) was released to the pre-qualified teams for review and comment only. After the comments were received in early 2004 BART met with each team in the spring of 2004 to discuss their comments and concerns. These comments are now resolved and the District is prepared to issue the RFP for the design-build contract for proposal responses. The current schedule to issue the RFP for the OAC Project is early in 2005, but is highly dependent upon funding availability as well as the Port of Oakland finalizing the configuration of the Terminal Expansion Project so the exact location of the OAC Airport Station can be determined. The current projected schedule shows an opening date for this project in FY10.

The Oakland Airport Connector local partners (the City of Oakland, the Port of Oakland and BART) have recently made major progress towards the goal of achieving full project funding. The project is estimated to cost $232 million, in 2001 dollars. The recent reauthorization of Measure B, which extended Alameda County's transportation sales tax, has provided a substantial fund source to match other local financial commitments to the project. The project has been included, with a full funding plan, in the Alameda County CMA's Countywide Transportation Plan and MTC's Regional Transportation Plan. As part of the 2002 STIP, the California Transportation Commission approved $22.2 million in 2002 Regional STIP funds, $10 million in 2002 ITIP funds, and $15.8 million in an advancement of 2004 Regional STIP funds, for a total of $48 million in additional programming towards the Oakland Airport Connector project. The passage of Regional Measure 2 in March of 2004 has resulted in the programming of $30 million in Bridge Toll funds towards the Oakland Airport Connector project in FY05 through FY07.

Warm Springs Extension

The passage of Measure B in Alameda County has also provided a substantial local fund source towards the completion of a project that extends BART rail (five miles of double track) to Warm Springs in southern Fremont. The Supplemental Environmental Impact Report for the project was completed and adopted by the BART Board in June 2003. Project costs are currently estimated at $633.7 million in 2001 dollars. The passage of Regional Measure 2 in March of 2004 has resulted in the programming of $95 million spread out through FY 2004 – FY2009 for the project. Also included in the existing full project funding package are significant amounts of local transportation sales tax dollars, regionally controlled State Transportation Improvement Program (STIP) funding, state controlled Inter-regional Transportation Improvement Program (ITIP) funding, and funds generated from operating surpluses to the BART to SFO Extension project. There are other regional funds currently being pursued to provide the balance necessary for project completion. The project has been included, with a full funding plan, in the 2004 update to the Alameda County CMA's Countywide Transportation Plan, as well as MTC's 2001 Regional Transportation Plan and Regional Transit Expansion Plan. The MTC plans are being updated in late 2004 to reflect the changes made to the Warm Springs Extension (WSX) funding plan and the Alameda County CMA's Countywide Transportation Plan. In light of the budget troubles being faced by most public agencies through FY04 and FY05, the WSX funding plan is constantly being re-evaluated. Once the full funding package for the Warm Springs and Silicon Valley Rapid Transit Project has been assembled, ACTIA funds will become available to the WSX project. Current projected opening date for this project is in FY11.

Silicon Valley Rapid Transit Project (San Jose Extension)

The BART Extension to Santa Clara County would extend 16 miles of double track from the proposed Warm Springs Station in southern Fremont to downtown San Jose and terminating adjacent to the Santa Clara Caltrain Station. With significant political support from Santa Clara County, the project was the recipient of a $725 million earmark in the Governor's 2000 Traffic Congestion Relief Program (TCRP). Subsequent to the State commitment, Santa Clara County voters approved a sweeping transportation tax measure which promised an additional $2 billion toward the BART extension. During FY02, BART and VTA continued the work started with the March 2001 agreement, *BART to Santa Clara County Framework for Negotiations,* by adopting a comprehensive agreement on November 13, 2001. As discussed earlier in Section 1.6.4, the BART/VTA Comprehensive Agreement addresses a multitude of financial, operational and policy issues that may arise as part of developing and operating a BART extension into Santa Clara County. An example of the comprehensive nature of the agreement is the understanding that the core system impacts of the Silicon Valley Rapid Transit project will be assessed and covered in the cost of the project. Impacts of this proposed extension to existing BART stations and to various BART core systems (traction power, train control, communications, ventilation, yards and shops) are being analyzed and reported. VTA is providing the funding support for all BART costs related to support work for the Silicon Valley Rapid Transit project. The most critical element resulting from the agreement is that BART and VTA will continue to work towards the completion of the proposed BART to Santa Clara County Extension, with VTA taking the lead in financing and completing the project planning, design and construction.

Up to date information on the activities surrounding the proposed BART to Santa Clara County Extension can be found on the project web page at www.svrtc-vta.org/vta/.

West Dublin/Pleasanton Infill Station

BART is continuing to work with a master developer, Ampelon Development Group, LLC, (formerly ORIX Real Estate Equities, Inc.) in conjunction with the original master developer, Jones Lang LaSalle, on the development of a mixed-use project, including the construction of the West Dublin/Pleasanton BART Station in the median of I-580 and the requisite ancillary transit facilities. The mixed use project, which will surround the station on either side of the freeway, will include residential, hotel, office and parking. BART has secured $14 million to date in grant and internal funding for the project. Of the $14 million, $4 million came from the Tri-Valley Transportation Council (TVTC) in FY04 and $10 million has come via various funding actions in FY03 and FY04 from the Alameda County Congestion Management Agency. As

part of the TVTC expenditure plan update, the West Dublin/Pleasanton BART Station project costs were updated to $53 million in 2001 dollars. The project is contained in Track 1 of the RTP, Tier 1 of the ACCMA Countywide Transportation Plan, and Track 2 of the expenditure plan for the adopted renewal of Alameda County's Measure B.

In addition to the grant sources described above, the public portion of the overall project will be paid for by the proceeds of a bond issue. Repayment of the bonds is proposed from a combination of private funds from long-term lease of BART property, contributions from the cities of Dublin and Pleasanton of tax revenues to be generated by the private development, and BART revenues generated by the station and other potential ancillary revenues. The Environmental Impact Report for the West Dublin/Pleasanton Infill Station and Transit Village was certified by the BART Board in April 2001. Current projected opening date for this project is in FY08.

East Contra Costa Rail Extension

BART and the Contra Costa Transportation Authority completed a study reviewing options for improving transit service in the congested State Route 4 corridor. State Route 4, although now being widened, is unlikely to be able to accommodate future travel demand in the fast-growing East County area. The study looked at BART as well as DMU rail and other rail and bus options. The study also analyzed both the SR4 median and the Union Pacific Railroad's Mococo alignment for the rail or bus project options use. Funding for this study was allocated to the Contra Costa Transportation Authority and BART as co-leads, through of the Governor's Traffic Congestion Relief Program. The study concluded in December 2002, with a recommendation for DMU service from the Pittsburg/Bay Point BART Station to Byron via the SR4 median and the Mococo right-of-way. BART and the CCCTA are preparing to begin the environmental clearance phase. Difficulties with the state budget have jeopardized the state TCRP funding already programmed towards the environmental phase of this project. With the passage of Regional Measure 2 in March 2004, the project is scheduled to receive $96 million. The project is also included in the program for the Contra Costa County Measure J (reauthorization of Measure C on the ballot in November 2004). Should Measure J pass, the project would receive $150 million and would move closer towards successful completion.

Strategic Opportunities Assessments

In December 1999, when the BART Board adopted a Policy Framework for System Expansion, the Board directed staff to conduct systemwide assessments of strategic opportunities. This policy demonstrated a

commitment to exploring new transit service options and to developing partnerships with other transit agencies, local communities and private entities to plan and implement service expansion. It has also guided a wide range of strategic opportunity assessments that have been initiated over the past couple of years with a number of local partner agencies.

With the December 2002 BART Board adoption of the resolution regarding the System Expansion Criteria and Process, conducting a Strategic Opportunities Assessment became the first step in a two-stage process. After the completion of a Strategic Opportunity Assessment, the BART Board conducts a review to determine whether a project should advance to the second stage, the Ridership Development Plan and Environmental Review phase. That two-stage process is designed to guide whether a particular System Expansion project should be developed to the point of construction and operation.

⁄# Alameda County

I-580 Corridor

BART is co-lead with the ACCMA for the I-580 Corridor/BART to Livermore Corridor Study. The partners have overseen expenditure of Traffic Congestion Relief Program (TCRP) funds for studies and improvements in the corridor. The study is the first component of the effort to provide an alternative to traffic congestion on I-580, and to improve transit connectivity in the Tri-Valley area.

The first phase of the corridor study, completed in August 2002, included an analysis of transit modes, such as BART, tBART (Diesel Multiple Unit [DMU]) and Express Bus, along several alignments from the Dublin/Pleasanton BART Station to Livermore. This phase also evaluated the effect of transit-oriented development on ridership. The second phase of analysis began in October 2002. Based on travel market findings in the first phase study, the second phase study broadened the transit analysis to provide a framework for connecting Altamont Pass commuters with major Tri-Valley destinations, including both the I-580 and I-680 corridors. The analysis included a feasibility study of DMU rail and Express Bus technologies to connect the Dublin/Pleasanton BART Station with Livermore and Tracy. While the primary focus of the effort continues to be transit improvements to Livermore, the study also scanned opportunities to extend the transit system north along I-680 to Bishop Ranch, in San Ramon, and Walnut Creek. The study also examined land use and access strategies in support of transit ridership and livable communities.

At its May 2004 meeting, the Committee recommended that the downtown Livermore DMU alternatives be dropped from further consideration. Furthermore, the Committee recommended an interim strategy of deploying express bus in the I-580 corridor and a long-term strategy of preserving right-of-way for a future rail corridor in the I-580 median as part of a High-Occupancy Vehicle

(HOV) lane study being managed by the Alameda County Congestion Management Agency (ACCMA). The ACCMA will be leading an environmental analysis of the HOV project later in 2004. BART staff is currently working with staff from the Livermore-Amador Valley Transit Authority (LAVTA – the local bus operator) to refine express bus options for the corridor. There was a strong emphasis from the Committee to accelerate the delivery of the interim strategies as an alternative to congestion in the corridor. BART staff is expected to complete the transit corridor study in July 2004.

Oakland Jack London Square BART In-Fill Station Feasibility Study

In 2002, BART completed a strategic opportunity assessment of providing BART service in the Jack London Square area. Later, in partnership with the City of Oakland and Port of Oakland, BART applied for and received a $300,000 Caltrans Community-Based Planning Grant to study the opportunity further. The Jack London Square Feasibility Study began in September 2003 with the primary goal of improving the transit linkage from the Jack London Square (JLS) area to the BART system and the greater Bay Area region. Consequently, one of the first concepts evaluated was an "infill" station directly on the BART line in the vicinity of JLS. For a variety of operational and technical reasons, however, this concept was deemed infeasible.

An alternative concept, known as the "Underground BART Shuttle", involved the creation of a new, underground, single-track BART line, beginning at the 12th Street Station and running below Broadway to the heart of Jack London Square. The project's Policy Advisory Committee (PAC) suggested that, given its cost, the Underground BART Shuttle was not worth pursing if it only spanned the short distance from downtown Oakland to Jack London Square. However, the PAC did express some interest in an underground BART alternative that either linked to Alameda or had the technical potential to be expanded to Alameda. A detailed engineering study of these more elaborate "Alameda-oriented" BART options was beyond the scope and budget of this project, but will be investigated in a joint BART-City of Alameda multi-modal transit study later this year, sponsored by the City of Alameda. BART extension concepts into Alameda could include a stop at Jack London Square. As a result, the evaluation of a regionally integrated transit solution for JLS has been shifted over to the BART-City of Alameda "Alameda Point" Study.

The Jack London Square study has also evaluated surface transit systems that would improve the connection

from downtown Oakland to JLS, including electric streetcars and new rubber tire service. These systems could have more intermediary stops and would consequently serve a more localized downtown Oakland market. In fact, the need for a better downtown Oakland transit circulation system that might also encourage economic development has been expressed by a variety of stakeholders. The PAC also expressed interest in surface transit alternatives and advised staff to continue to refine and explore these options, including a review of alternate alignments. The study will be completed by December 2004.

Alameda Point Study

The City of Alameda and the developer of Alameda Point (the former Alameda Naval Base) studied a variety of transit improvements with a special emphasis on an aerial gondola connection from Alameda to BART in Oakland. The City is now preparing for a multi-modal transit study to examine a few transit options in depth including the gondola and a potential BART extension. BART will continue to work with the City of Alameda, the City of Oakland, the developer and neighborhood groups to explore transit improvements to the Alameda Point area.

I-680 Corridor

BART is involved in regional efforts to explore transit development in the I-680 corridor between the Walnut Creek and Dublin/Pleasanton BART stations. BART staff has participated as a member of the Technical Advisory Committee in a study led by the Contra Costa Transportation Authority investigating transit investment alternatives in the corridor. In addition, BART is exploring transit in the I-680 corridor as part of it's I-580 Corridor study. BART consultants are investigating the engineering feasibility of DMU rail service connecting Tracy, the Dublin/Pleasanton BART station and employment centers in San Ramon and Walnut Creek. Improvements being considered include BART, light rail, DMU rail, rapid bus and freeway operational improvements. The consultants will use BART's System Expansion Criteria as one method of screening the alternatives.

∉# Contra Costa County

I-80/West Contra Costa County Corridor

In partnership with WCCTAC, CCCTA, MTC and the Solano Transportation Authority, BART recently completed a study which evaluated the feasibility of operating passenger rail service along existing railroad rights of way from the Richmond BART station to Solano County. The project would provide an alternative travel mode on one of the most congested freeway segments in the country. The study evaluated various alignments and rail technologies, including augmenting Capitol Corridor inter-city rail service with commuter rail service from Solano County to the central Bay Area. The study also assessed DMU service along the Union Pacific Railroad and

Burlington Northern Santa Fe Railway rights of way from Richmond BART to the City of Hercules. The study concluded with a recommendation to fund additional commuter rail service along with Capitol Corridor route and to further study potential DMU service in the corridor.

⁄# San Francisco County

30th Street Station

The technical feasibility of constructing an infill station and pocket track at 30th and Mission Streets in San Francisco was completed in 2002, with the final document and executive summary distributed to local agencies and community members in 2003. This assessment was funded as part of the FY01 State Budget. The final feasibility report includes assessments of construction costs, methods and technologies, short and long-term surface impacts and schedule, and operation and line capacity through computer simulation. General planning, for development and improved transit service in the immediate area, is being managed by local community groups and the City of San Francisco.

5. FINANCIAL HEALTH—OPERATING BUDGETS AND CAPITAL FUNDING

The Bay Area economic slow-down that began in late 2000 continued throughout 2003. Currently, most economic outlooks for the Bay Area project limited improvement through the end of 2004. Economic growth, including taxable sales, is forecast to improve slightly, as consumers and businesses cautiously begin to spend and invest, and job-growth numbers for recent months indicate that the local job market has stabilized. However, the economy could still become unstable due to high oil prices and geopolitical uncertainty.

As much of BART's ridership and financial assistance is dependent on inter-related indicators such as employment and business activity, as well as population, housing, tourism, and freeway congestion, the District has been hard hit by the downturn over the past several years and will remain cautious in its forecasts for the future.

BART's operating financial forecast through FY14 was developed with an emphasis on Strategic Plan focus areas and in conformance with the MTC's SRTP guidelines. Key guidelines specify that SRTPs be financially constrained and that they include the MTC's forecasts for regional funding and unit cost growth. BART's SRTP financial plan reflects these considerations and is predicated on principles including achievable projections for ridership and revenue, as well as for planned service levels, anticipation of new fiscal requirements, and improved levels of productivity.

Forecasts are, as much as possible, consistent with or based upon regional forecasts and historical trends. ***Figure 16: BART's Operating Financial History*** details the District's historical financial results for the previous ten fiscal years, including FY04 actuals.

Since publication of the FY03 SRTP the District has received notice of increased financial responsibility in several areas, mainly benefit costs. While increased costs in these categories have been forecast and planned on for many years, the levels and timing of these increases will require substantial District funding over the SRTP time period.

In March 2003, the Board adopted a Financial Stability Policy that defines financial stability goals and strategies for achieving those goals for the District. The intent is to wisely manage the District's finances in both the short and long term and develop a stable financial foundation in good or bad economic times. The goals are to:

- Maintain an operating and capital financial base that is

Figure 16: BART's Operating Financial History

($M)	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04
Revenue										
Net Rail Revenue	102.7	122.2	148.0	162.4	173.1	193.8	212.9	193.4	190.9	219.9
Express Bus & ADA	1.2	1.5	1.5	0.7	0.4	0.4	0.3	0.3	0.5	0.5
Subtotal Net Passenger Revenue	103.9	123.7	149.5	163.1	173.5	194.3	213.3	193.7	191.4	220.4
Parking Revenue	-	-	-	-	-	-	-	-	1.7	4.3
Other Operating Revenue	12.7	13.2	14.7	13.8	17.8	18.8	24.1	20.9	17.5	11.1
Subtotal Non-Fare Revenue	12.7	13.2	14.7	13.8	17.8	18.8	24.1	20.9	19.3	15.5
Total Operating Revenue	**116.5**	**136.9**	**164.1**	**176.9**	**191.2**	**213.1**	**237.3**	**214.6**	**210.7**	**235.9**
Financial Assistance										
Sales Tax	115.2	126.1	135.0	144.7	151.8	170.9	191.6	172.8	167.4	170.6
Property Tax	12.0	12.5	12.8	13.4	14.4	15.5	17.0	18.7	20.3	21.4
STA & TDA Assistance	0.6	0.9	1.5	1.7	0.5	0.7	0.5	1.3	0.4	-
Measure B Paratransit	-	-	-	-	-	-	-	-	1.4	1.6
Millbrae UOM	-	-	-	-	-	-	-	-	-	0.4
SFO Operations-SamTrans	-	-	-	-	-	-	-	-	0.6	18.4
SamTrans Ancillary Revenue	-	-	-	-	-	-	-	-	-	(0.5)
Operating Reserve Allocation	-	-	-	2.5	-	2.6	-	-	-	-
Total Financial Assistance	**127.7**	**139.5**	**149.3**	**162.2**	**166.7**	**189.7**	**209.2**	**192.7**	**190.1**	**211.8**
Total Sources	**244.3**	**276.4**	**313.4**	**339.1**	**357.9**	**402.8**	**446.5**	**407.4**	**400.8**	**447.7**
Expenses										
Net Labor	153.0	166.5	189.1	213.4	215.7	226.9	239.6	246.8	247.6	275.1
Traction/Station Power	18.9	19.3	17.3	16.6	15.9	18.0	17.4	18.3	19.9	24.1
Other Non Labor	36.9	48.5	47.8	55.8	52.3	58.9	63.2	60.7	57.1	68.5
Subtotal Rail Operating Expense	208.7	234.3	254.3	285.9	283.9	303.9	320.1	325.9	324.5	367.7
Express Bus Service	7.1	7.4	7.8	2.3	1.9	1.6	2.7	0.1	2.5	2.5
Shuttle Service	0.2	0.0	0.1	0.1	0.1	-	(0.0)	(0.0)	-	(0.1)
Purchased Transportation	1.6	1.7	1.8	2.7	2.6	3.2	3.6	3.6	3.3	2.4
ADA Paratransit Service	0.7	0.8	3.8	5.3	5.6	6.1	7.7	8.8	8.9	9.4
Subtotal Non-Rail Expenses	9.6	10.0	13.4	10.3	10.1	10.9	14.0	12.5	14.7	14.2
Total Operating Expense	**218.3**	**244.3**	**267.7**	**296.2**	**294.1**	**314.8**	**334.1**	**338.4**	**339.3**	**381.9**
Debt Service and Allocations										
Bond Debt Service	21.6	28.4	29.9	27.5	42.2	46.1	48.1	56.7	59.2	59.4
Capital & Other Allocations	4.4	3.8	15.6	15.3	21.5	42.5	64.3	12.3	2.3	8.0
Total Debt Service & Allocations	**25.9**	**32.1**	**45.5**	**42.8**	**63.7**	**88.6**	**112.4**	**69.0**	**61.5**	**67.4**
Total Uses	**244.3**	**276.4**	**313.3**	**339.1**	**357.8**	**403.4**	**446.5**	**407.4**	**400.8**	**449.3**
Annual Financial Result	**(0.0)**	**(0.0)**	**0.1**	**0.0**	**0.1**	**(0.6)**	**-**	**(0.0)**	**-**	**(1.7)**
Rail Farebox Ratio	49%	52%	58%	57%	61%	64%	67%	59%	59%	62%
Farebox Ratio	48%	51%	56%	55%	59%	62%	64%	57%	56%	60%
Operating Ratio	53%	56%	61%	60%	65%	68%	71%	63%	62%	65%
Rail Cost/Passenger Mile	23.0¢	25.5¢	26.3¢	28.9¢	26.9¢	25.7¢	25.3¢	27.7¢	28.3¢	28.8¢

sufficient to deliver safe, quality service efficiently and cost-effectively to meet the level of demand.

- Continuously improve productivity.
- Preserve and maximize BART's fare revenue base, through a predictable pattern of adjustments, while retaining ridership.
- Provide a fare and fee structure that is tied to the cost of providing service, optimizes use of the BART system, and provides BART customers with convenience, ease of use, and a good value for the money.
- Establish and maintain prudent reserves sufficient to ensure that the District can adjust to economic downturns.
- Maintain the highest possible credit rating and reputation for prudent financial management.

5.1 Ten-Year Operating Financial Forecast

The Operating Financial Forecasts are developed in a multi-step process. As discussed in Chapter 4, output from the Ridership Forecast Model is used in the Service Planning Model to forecast service requirements. Service Planning Model results, ridership forecasts, and inflation assumptions are input into BART's Operating and Maintenance Cost Model. The Cost Model develops expense forecasts and the Ridership Forecast Model generates passenger revenue forecasts for the Operating Financial Plan. The Operating Financial Plan projects revenues, expenses, financial assistance and capital allocations and can be used for analysis such as labor costing and fare changes.

The February draft of this SRTP forecast a $642 million cumulative operating deficit through FY14. During the FY05 budget process, Board actions eliminated the $41 million deficit forecast for that budget year and a balanced budget was adopted without compromising BART's basic mission to provide safe and reliable service to its customers. This was achieved through a combination of ongoing and one-time expense reductions, reduced allocations to the capital program, and the use of reserves.

Ongoing expense reductions of $20.4 million were included in the budget adopted by the Board of Directors in May 2004. These reductions included the elimination of 143 operating positions and a variety of non-labor reductions. At the time of the budget's adoption over 100 of these positions were unfilled, vacant positions, and the District is seeking to keep layoffs to a minimum through an early retirement offer and utilizing attrition where possible. Many of the expense reductions were enabled through implementing new technology and improved performance and efficiencies gained through the capital renovation program. In other areas less essential functions had to be cut back or eliminated. The ongoing expense reductions implemented in FY05 can be carried forward to future years, reducing out-year deficits.

A reduction of $3.8 million due to one-time electric power savings was also included in the adopted FY05 budget. The draft SRTP/CIP included an allocation to the capital program of $13.4 million. For FY05 this allocation was reduced to $10.0 million and was funded by one-time federal capital grant funds. The final piece in balancing the FY05 budget was the use of $3.9 million in leaseback revenue reserves.

Figure 17: BART Operating Financial Forecast details the current ten-year outlook for the existing 43-station system, based upon the FY05 Adopted Budget. Despite the substantial steps taken in the past three budget processes to address the District's projected long term financial shortfall, the District still faces considerable financial challenges and projects a cumulative deficit of approximately $350 million through FY14 without additional or increased revenue sources or cost containment reductions.

5.1.1 OPERATING SOURCES - REVENUE

Passenger Revenue

The rail ridership forecast presented in Chapter 4 is the basis for projecting rail passenger revenue. The ridership forecast for this SRTP, revised from last year's plan, is based upon actual ridership for the BART-SFO Extension and reflects forecast levels sustainable at long term historical growth rates. The revenue forecast also incorporates revenues from the BART-SFO Extension, with its first full year of revenue service in FY04. Applicable surcharges on this extension include the San Mateo County Surcharge, currently set at $1.00, and the $1.50 SFIA Premium Fare.

Forecast generations of net rail passenger revenue include the additional revenue estimated to be generated by the future productivity-adjusted CPI-based fare increases, effective in January of every other year, beginning in 2006. The fourth and final increase of this Board adopted program is effective January 2012. Prior to the implementation of the first such increase, the Board will review and consider the fare structure, including issues of distribution and equity. For planning purposes, this document assumes a continuation of this program with an additional increase in January 2014. The formula accounts for changes in inflation, both nationally and locally, and is reduced by a productivity factor valued at 0.5% to account for increases in District labor and operating efficiencies. The changes in inflation would be measured over the preceding two-year period. In this forecast, CPI is estimated at 3.0% annually, resulting in 5.5% fare increases every two years. Although BART is studying revisions to its fare policy, the passenger revenue forecasts are based upon the current structure. Rail revenue shown is net of discounts from the various discount tickets offered on the system.

BART directly collects fare revenue from EBPC trips. Paratransit revenue from this service is projected to grow at the same rate as BART rail ridership.

Other Revenue

BART also generates operating revenue from non-passenger sources, including several paid parking programs. The

Figure 17: BART Operating Financial Forecast

($M)	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Revenue										
Net Rail Passenger Revenue	238.8	252.2	265.4	278.5	290.4	303.1	315.9	330.4	344.9	360.4
ADA Passenger Revenue	0.5	0.6	0.6	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Subtotal Net Passenger Revenue	239.3	252.8	266.0	279.1	291.1	303.8	316.6	331.1	345.7	361.2
Parking Revenue	3.8	3.9	3.9	4.0	4.1	4.2	4.3	4.4	4.5	4.7
Other Operating Revenue	11.3	11.8	12.3	12.7	12.9	13.2	13.4	13.7	14.0	14.3
Subtotal Non-Fare Revenue	15.1	15.6	16.2	16.7	17.1	17.4	17.8	18.1	18.6	19.0
Total Operating Revenue	254.4	268.4	282.3	295.8	308.1	321.2	334.3	349.2	364.2	380.2
Financial Assistance										
Sales Tax Proceeds	176.0	184.4	193.3	202.6	212.3	222.5	233.2	244.4	256.1	268.4
Property Tax Proceeds	22.6	23.5	24.5	25.6	26.7	27.8	29.0	30.3	31.6	32.9
STA & TDA Assistance	-	-	0.5	0.5	9.4	9.6	9.7	9.8	9.9	10.0
Measure B Paratransit	1.4	1.4	1.5	1.5	1.6	1.7	1.7	1.8	1.9	1.9
Millbrae UOM	0.5	0.5	0.6	0.7	0.7	0.7	0.8	0.8	0.8	0.8
SamTrans SFO - Operations	16.4	13.1	11.0	9.3	8.4	7.6	6.9	6.0	5.2	4.3
SamTrans SFO - Ancillary	(0.3)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)
Alloc from Leaseback Rev	3.9	-	-	-	-	-	-	-	-	-
Total Financial Assistance	220.4	222.6	231.0	239.8	258.7	269.5	280.9	292.6	305.0	317.9
Total Sources	**474.8**	**491.0**	**513.2**	**535.6**	**566.8**	**590.7**	**615.2**	**641.8**	**669.3**	**698.1**
Expense										
Net Labor	308.8	349.8	367.7	387.3	404.9	422.6	438.7	455.0	471.3	487.4
Traction/Station Power	21.3	25.9	30.4	31.3	32.2	33.2	34.2	35.2	36.3	37.4
Other Non-Labor	67.2	70.6	75.1	76.6	79.3	80.7	83.6	85.2	88.3	89.9
Subtotal Rail Operating Expense	397.3	446.2	473.2	495.3	516.5	536.5	556.5	575.4	595.8	614.7
Express Bus Service	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Purchased Transp	2.3	2.3	2.5	2.6	2.7	3.0	3.2	3.3	3.5	3.7
ADA Paratransit Service	10.3	10.8	11.6	12.4	13.3	14.2	15.2	16.3	17.4	18.6
Subtotal Non-Rail Expense	15.1	15.7	16.6	17.5	18.5	19.8	20.9	22.1	23.4	24.8
Total Operating Expense	412.5	461.9	489.8	512.7	535.0	556.3	577.4	597.5	619.2	639.5
Debt Service and Allocations										
Bond Debt Service	59.5	60.6	63.1	63.2	63.4	63.6	66.6	54.4	49.1	49.1
Allocations - Capital	-	13.8	14.2	14.6	15.1	15.5	16.0	16.5	17.0	17.5
Allocations - CAPRA	2.6	2.2	1.1	1.5	1.9	1.7	2.0	0.1	0.3	0.6
Allocations - Parking Capital R	0.2	0.2	0.2	0.2	0.2	0.2	0.2	-	-	-
Total Debt Service & Allocations	62.3	76.7	78.5	79.6	80.6	81.0	84.7	71.0	66.4	67.2
Total Uses	**474.8**	**538.6**	**568.3**	**592.3**	**615.5**	**637.3**	**662.2**	**668.5**	**685.6**	**706.7**
Annual Financial Result	**0.0**	**(47.6)**	**(55.0)**	**(56.7)**	**(48.7)**	**(46.6)**	**(47.0)**	**(26.7)**	**(16.3)**	**(8.6)**
Cumulative Balance	**0.0**	**(47.6)**	**(102.6)**	**(159.3)**	**(208.1)**	**(254.7)**	**(301.7)**	**(328.4)**	**(344.7)**	**(353.3)**

Monthly Reserved Parking Program sets aside up to 25% of the spaces at the East Bay BART stations and Daly City, and requires the purchase of a monthly permit. At the BART-SFO Extension stations, the West Bay Parking Program includes three types of parking: Monthly Reserved, Daily, and Monthly Non-Reserved. Net revenues from the West Bay program are shared with SamTrans per the Comprehensive Agreement. The Daly City Parking Program includes both Daily and Monthly Non-Reserved elements. Finally, the East Bay Long Term Parking Program accommodates passengers using the airports who need to park for more than 24 hours. Passengers can buy and print long term parking permits on BART's website.

Future interest earnings for the District are forecast to remain low, as low inflation continues to dampen interest rates. Fiber optic revenue is based only upon signed contracts. BART has additional fiber optic capacity, however, given the current telecommunications slowdown, subsequent revenues will be dependent on the economic environment. Advertising revenues are based upon the current contract, which expires in September 2008, and then forecast to increase by inflation. Other operating revenue, of which the largest components are concessions, fines and forfeitures, are forecast to keep pace with inflation.

Total operating revenues from all sources are forecast to increase by nearly 50%, from a base level of $254.4 million for FY05 to $380.2 million by FY14.

5.1.2 OPERATING SOURCES – FINANCIAL ASSISTANCE

Sales Tax

Financial assistance to support BART operations comes from several local and state sources. The largest source is a dedicated 75% share of a one-half cent sales tax levied in the three District counties. Sales tax assistance grew to record levels during the economic boom of the late 1990s, peaking at $191.6 million for FY01. However, the recent recession reduced taxable sales collections and when compared to FY01, FY04 was down 11%. Sales tax growth is expected to continue to recover at approximately 3% annual growth for FY05. Current economic forecasts indicate this to be a reasonable assumption.

The long term forecast for sales tax in the Operating Financial Plan reflects a return to historical trends of annual 4.8% growth. While this growth rate is not reflective of the past several years of sales tax activity, it is indicative of long term historical trends in District sales tax generations.

Sales tax revenues are used regularly to support bond sales on behalf of the BART District's Capital Improvement Program. Details related to this process are included in Section 5.2.3, Internal Sources - BART Capital Funding Programs.

Property Tax

This permanent, dedicated property tax assessment in the three counties is estimated to be $22.6 million in FY05, a 5.7% increase over FY04 actual. Over the

long term, property tax is forecast to return to an annual growth rate of 4.3%, closer to the District's historical average. This assessment is separate from the initial $792 million General Obligation Bond property tax assessment, which funded construction of the District and was fully retired in 2000.

As part of the state budget balancing process for FY05, the Governor's proposed budget included a provision for BART and AC Transit to redirect 40% of the property tax revenues for each of the next two fiscal years to the Education Realignment Augmentation Fund (ERAF). This loss was projected at $9.2 million annually for BART and $20 million annually for AC Transit. BART and AC Transit, along with the also-affected Marin County Transit District, were successful at limiting the shift to ERAF to 3% of each agency's property taxes for the next two years. For FY05, this loss to BART is estimated at $0.7 million. Due to timing of the final state budget, Legislature approval, and signing by the Governor, this reduction is not reflected in BART's FY05 adopted budget but will be included in any potential revision.

STA/TDA

Transportation funding assistance from appropriations of State Transit Assistance (STA) and Transportation Development Act (TDA) is not anticipated for FY05 or FY06 and the FY04 amount of $0.3 million initially allocated by the MTC was not paid to BART. The SRTP forecasts this assistance will return at $0.5 million annually beginning in FY07, although this should be considered tentative. The STA funds are based principally on operator revenues and population of service areas, but ultimately the State sets annual STA appropriation levels. Funds through TDA are generated by one-quarter cent sales tax returned to each county based on sales tax generations. The collections fluctuate geographically and with the health of the economy. The total amount of STA and TDA funds available for BART to claim tends to be uneven year-to-year not so much because of the economy but due to BART's ongoing commitment to support local feeder bus services. For the foreseeable future, BART anticipates committing all of its STA and TDA funds to East Bay operators that provide linkages to BART. About half the funds are transferred to AC Transit with the balance split, based on historical shares, between WestCAT, Wheels, County Connection and Tri-Delta.

Proposition 42, approved by the voters in 2002, modified the programming of gasoline sales tax revenues by permanently dedicating them to transportation purposes beginning in FY04. Through FY08, the majority of these revenues were to be allocated to the State's Transportation Investment Fund to meet the commitments made to the Traffic Congestion Relief Program. In addition, a small amount of STA would have been allocated to all transit properties statewide. Starting in FY09, 20% of the revenue will be allocated to public transportation, which will mean a second, larger increase in STA funds for transit. The combined increases in STA funds could amount to $9.0 million annually for BART. This assistance can be programmed for general operating expenses as well as BART's ADA paratransit program.

However, since FY03, all Proposition 42 funds have remained in the State's General Fund because of the ongoing State budget crisis. During any year, if the Governor proclaims that diverting these revenues to transportation would result in a "significant negative impact" to the General Fund, and if, by 2/3 roll call vote in both State Houses, the Legislature concurs, Proposition 42 funds can stay within the General Fund. Such an action can only occur on a year-by-year basis. For FY05, BART will forego approximately $2.1 million of Proposition 42 funding.

Alameda County Measure B

In 2002, voters in Alameda County approved Measure B, a twenty-year continuance of a one-half cent sales tax providing annual funding for operating ADA paratransit service, in addition to BART capital project funding in Alameda County. Generations of this revenue source for BART's paratransit service operations in FY05 are estimated at $1.4 million and are forecast to grow by sales tax growth in Alameda County, or 4% annually.

Millbrae Use, Operations, and Maintenance Agreement

As part of operating service to the joint Caltrain station at Millbrae, Caltrain pays for operating and maintenance costs at the station applicable to Caltrain service and passengers. The current agreement has set fixed, increasing amounts for the first five years of service, FY04 through FY08. After this, in the SRTP the agreement costs are forecast to grow in a manner similar to the cost increase formula in the BART-SamTrans Comprehensive Service Agreement.

SFO Operations - SamTrans

The SRTP Operating Financial Plan includes the impact of the Colma and BART-SFO Extension operating cost formulas contained in the 1990 BART-SamTrans Comprehensive Service Agreement and subsequent amendments and the 1999 BART-SamTrans-MTC Memorandum of Understanding. In May 2004, BART and SamTrans refined administrative details and clarified issues that arose during the first year of service, resulting in an additional FY05 Agreement governing operation of the extension.

Operating expenses are calculated using the detailed fully allocated cost formula in the Comprehensive Agreement, which was based on the FY02 Revised Budget and are inflated to current year dollars. Forecast operating costs also reflect the September 2004 "reverse L" rail service schedule, which provides service to SFO and Millbrae while achieving significant cost savings.

Revenues, according to the Comprehensive Agreement, include all base fare and San Mateo County surcharge revenue, as applicable, for trips either entering or exiting the Extension stations (Colma through Millbrae, and including SFO). Revenue forecasts reflect current fare levels and the future productivity-adjusted CPI-based fare increases, as described previously in Section 5.1.1, Passenger Revenue. Any other future fare changes will also apply to this formula and to the financial result.

Under the terms of the Comprehensive Agreement, SamTrans will reimburse BART for any net operating deficits on the extension and the District will transfer any net operating surplus revenues generated from this service towards meeting SamTrans' remaining capital contribution obligations. Net revenues generated by ancillary programs, including parking or concessions such as advertising or pay phone revenues, are split equally with SamTrans.

With the fares listed above, the extension is projected to operate at a deficit over the SRTP timeframe. However, the deficit is forecast to narrow as ridership grows. When surpluses are generated, the net will accrue entirely to BART's Warm Springs Extension project until all of the SamTrans $145 million remaining buy-in commitment is liquidated. Annual surpluses thereafter will be used to repay loans made to the BART-SFO Extension per the BART-SamTrans-MTC 1999 Memorandum of Understanding. Once those obligations are complete, BART and SamTrans will split equally net operating surpluses. The implementation of the BART-SFO Extension, in accordance with the terms of the agreements, does not negatively impact the District's financial capacity to operate and maintain its core system.

Total financial assistance from all categories is forecast to increase by about 45%, from a base level of $220.4 million for FY05 to $317.9 million by FY14.

5.1.3 OPERATING USES – EXPENSE

Forecasts of fiscal year operating expense were prepared using BART's Operating and Maintenance Cost Model. The model output was calibrated to the FY05 Adopted Budget, with adjustments made to reflect non-linear expense items, anticipated revisions to unit costs, as well as new cost items not reflected in either the Cost Model or the current year budget. Inputs to the cost model reflect the projected service levels for rail operations, including the BART-SFO Extension.

Key inputs to the Cost Model include forecast annual passenger trips, route miles of track and number of routes, and number and configuration of stations (i.e., subway, at-grade, etc.). Additional parameters are provided from the Service Planning Model, including: peak online trains and cars, number of cars in the fleet, and annual car miles, car hours and train hours.

Additionally, the model input includes assumptions for forecast inflation rates, currently projected at 3.0% for most categories. The forecast for rail operating expense is estimated to increase annually based on a combination of system expansion, service changes, inflation growth, and agreements with other agencies and service providers. BART's total operating expense is projected to grow from $412.5 million in FY05 to $639.5 million by FY14.

Labor Expense

Labor expense growth reflects the wage, salary, and benefit increases included in the FY02 through FY05 adopted labor agreements. Benefit costs, particularly active employee and retiree medical, have been and are expected to continue to grow

faster than the CPI growth rate and are modeled separately. Combined labor and benefit costs that are not broken out below are estimated to grow at an annual rate of 3.5% beyond the contract period.

Health insurance costs have risen rapidly for both active and retired BART employees. In particular, retiree health insurance is an area of concern. In 2003, Mercer Human Resource Consulting prepared for BART an actuarial study of the projected costs of recognizing and funding retiree medical obligations in advance of actual employee retirements. The Government Accounting Standards Board (GASB) has released guidelines that require government agencies such as BART to account for retiree medical and other post-employment benefits on an actuarial basis similar to pension funding in FY08.

Mercer provided a projection based on current District investment policy, and two alternatives showing the effect of enhanced rates of return. Using Mercer's most optimistic forecast, annual costs for retiree medical insurance are projected to exceed $30 million annually within a few years and $40 million annually by FY12. These annual forecasts are approximately $20 million per year greater than those in the FY03 SRTP.

Retiree medical costs are forecast separately from the Cost Model, using a benefit forecast model based upon pay-as-you-go (PAYG) methodology that is currently public sector standard practice. The FY05 cost is based upon the current budget using PAYG. The forecast for the next nine years is based upon an actuarial study prepared by Mercer Human Resource Consulting at the direction of BART. This new methodology follows the Government Accounting Standards Board (GASB) implementation of a statement requiring the pre-funding of Other Post Employment Benefits (OPEB), most notably retiree medical, over the working career of active employees on an actuarial basis. This is the same type of methodology currently used for the defined benefit retirement plans provided by the California Public Employees Retirement System (PERS), of which BART is a member. The final GASB decision is scheduled for implementation in FY08, when recognition of the liability on government agency's financial reports will be required. It is extremely likely that, beginning in FY08, not funding the liability on an actuarial basis would jeopardize both an agency's bond rating and grant funding opportunities. Funding on an actuarial basis is prudent fiscal policy regardless of the penalties of not doing so. The primary benefit of this methodology is to accumulate investment returns to help pay for the future costs of current employees. If the PAYG methodology were continued, the lack of investment returns and resulting cost increase would rapidly place a huge burden on future budgets to pay retirement costs for employees from prior years. In addition, although funding on an actuarial basis will initially cause a large increase to BART's costs, if it is not funded in this manner the PAYG payment will continue to increase dramatically each year, and would surpass the actuarial funding payment within approximately 10-15 years based on the current actuarial study. These costs would continue to increase incrementally

each year, and eventually would be difficult or impossible to fund.

BART plans to implement this funding approach in FY06 and FY07 in advance of the GASB requirements that begin in FY08, and actuarial funding of retiree medical expense is included throughout the years covered in the SRTP. Funding the benefit on an actuarial basis will reduce the District's financial burden in future years to fund current employees. It also will help reduce the risk that the cost of retiree health insurance benefits will become unsustainable. It is also the District's intention to commission, henceforth, annual actuarial studies that will replace the current PAYG forecasting process.

Active medical costs are also anticipated to rise rapidly similar to retiree medical. The forecast growth rate for active medical costs was also provided by Mercer as part of their study on retiree medical costs. The cost for active employee medical insurance is expected to continue to outstrip inflation for many years to come. In just the next three years premiums are expected to increase 44%, based upon Mercer's valuation, on top of 62% in increases in the past three years. The extended period of double-digit rate increases has driven a large increase in BART's budget for active medical costs, with the FY05 budget of $30 million more that double the FY00 budget of $13 million, and the cost is projected to rise to over $50 million by FY10.

The District contributes to PERS for BART's retirement plan in two elements: an Employer contribution and an Employee contribution. The District pays both of these elements. The Employee contribution for Miscellaneous employees, otherwise an operating expense, has been paid through FY04 from excess PERS funds for the past three fiscal years. Starting in FY05, the District will be required, under PERS guidelines, to fund this obligation from District operating expense. Employee PERS payments paid from operating expense will continue for the foreseeable future. For FY02, FY03, and FY04, the District, under collective bargaining agreements, shared part of this operating expense savings with employees.

The Employer contribution for Miscellaneous employees is also paid through FY04 from excess PERS funds and will be required by PERS guidelines to be paid from District operating expense starting in FY05. Its resumption is two years earlier than previously anticipated and at roughly twice the previous forecast rate. This is primarily due to an updated actuarial analysis and to the poor performance in the stock market in FY01 through FY03 that negatively affected investment returns for investment pools. It is further anticipated that the Employer rate will exceed normal cost for the Miscellaneous pool starting in FY07 due to disappointing stock market returns, BART employee 5% and 6% wage increases in excess of the standard 3.75% PERS projections, and the use of excess PERS funding to cover Employee PERS payments in the past.

BART entered into a labor negotiations agreement in FY02, which significantly enhanced the Safety employee retirement formula beginning in FY05. As a direct result, the Safety employee PERS pension

pool will immediately exceed its normal rate in FY05. Employer rates for both Safety and Miscellaneous retirement pools will continue to rise significantly for the next several years and have a material financial impact on the District. If improving financial performance in the stock and bond markets translates into above average retirement investment returns by PERS going forward, some limited relief can be expected to begin impacting benefit costs favorably as early as FY08.

Traction and Station Power Expense

For many years, BART has benefited from reduced power costs due to federal power contracts with the Bonneville Power Administration and the Western Area Power Administration. In FY02, BART was faced with increased energy costs, first through two significant increases in rates for supplemental power purchased from Pacific Gas and Electric (PG&E), followed closely by more modest increases in cost-based federal power rates. For FY06 and beyond, prices for both energy and non-energy components of the power budget are expected to increase by 3% annually. However, it is also assumed that, as current federal contracts expire and are renewed in FY07, rates under these contracts will increase by approximately 25% to 33%, producing a one-time estimated 17.5% increase to the total power budget.

Other Non-Labor

Non-labor expenses include materials usage, rental and maintenance contracts, insurance, utilities other than traction and station power, professional and technical services and other miscellaneous expenses. Most categories are assumed to increase at the CPI rate.

In FY04, the District consolidated several rented office leases into one ten-year lease in downtown Oakland. There is no rent for the first year of the lease, set at 50% for the second year, and fixed for the remaining eight years, through FY13. The building owner also provided tenant improvements, work stations, and secured bicycle parking for employees. Two recent amendments added a new meeting room for BART's Board and additional facilities for Operations staff. The added cost of these amendments will be included in the next SRTP.

The SFIA is requiring the BART-SFO Extension to pay a $2.5 million annual rent at the airport. Required as a condition of operating rail service into the airport, this obligation will continue for fifty years, until July 2051.

Express Bus Service

In accordance with agreements with the MTC and local bus operators serving BART's former express bus corridors, BART provides $2.5 million annually to local operators to offset net operating costs associated with providing passenger access to BART in these corridors. Additionally, BART does not claim TDA and STA assistance for which it is eligible until local operator expense for this service is covered. Due to substantial declines in sales and gas tax revenues, generations of STA and TDA assistance are not projected to cover both the local operator and BART's share of expense, therefore, BART is forecast to provide

$2.5 million annually to maintain service levels in these corridors.

Purchased Transportation

The Muni transfer payment expense is a reimbursement to Muni for providing feeder bus service to BART stations in San Francisco. This expense is budgeted at $2.5 million in FY05, and per agreement with Muni, changes by the rate of change in sales tax assistance collected by the District. Based upon actual receipts for the past several years, the forecast also anticipates annual net profits in the range of $0.1 to $0.2 million from the AirBART connecter bus service to the Oakland Airport.

ADA Paratransit Service

BART's paratransit program has been operating under full federal compliance since 1997. Expenses, which had been rapidly escalating during the program's early days, have started to stabilize but are still growing at a rate greater than inflation. National experience suggests that annual expense growth rates ranging from 10 to 15% could be expected. BART's paratransit program will continue to look for ways to control costs while providing compliant service. The Operating Financial Plan forecasts increases of approximately 5% for both FY05 and FY06, and then 7% per year through FY14.

5.1.4 OPERATING USES – DEBT SERVICE AND ALLOCATIONS

BART's base financial forecast includes fiscal obligations from operating sources for debt service, allocations to support the capital program, and other allocations as required by agreements with other agencies. The net total of this category is forecast to increase from $62.3 million in FY05 to $67.2 million by FY14.

Bond Debt Service

BART first issued bonds backed by sales tax revenues in 1970 and has periodically sold additional bonds to finance or refinance the capital costs associated with constructing, improving, renovating and equipping the system. The current outstanding principal for all outstanding sales tax revenue bonds is approximately $800 million. BART's last bond sale was in 2002, with the issuance of bonds totaling $56.7 million backed by pledged revenues from the Premium Fare to be charged at the SFIA Station. This bond sale generated the final piece of funding for the BART-SFO Extension project. Annual debt service for all current bonds will decrease from $59.5 million in FY05 to $49.1 million by FY14, as debt service from earlier bond sales is retired. Currently, no new bond sales backed by sales tax revenues are planned.

Other Allocations

In FY97, the District initiated a program of planned reinvestment from annual revenues into the capital program. These annual allocations are used for many critical capital projects that do not qualify for grant funding or for which other funding sources may not be available. Representative use of allocations includes station renovation and reinvestment, purchase of capitalized tools, inventory parts and non-revenue vehicles, as well as local match for grant funds. Additional

allocations, made when funds are available during good economic times, have supported automatic fare collection equipment improvement and expansion, seismic engineering work, and C-1 Car reliability improvements, and station and shop improvements. Projects relying on capital allocations support significant District employment. Due to fiscal constraints, allocations for the past three fiscal years have been substantially reduced or funded by one-time sources. In FY05, planned allocations from operating to capital of $13.4 million will be reduced to $10.0 million and are to be funded by one-time federal 5307 grant sources.

Pursuant to the 1999 amendment to the BART-SamTrans Comprehensive Agreement, Premium Fare revenue from the SFO station will be allocated to a capital reserve account (CAPRA) for the BART-SFO Extension.

Parking revenue generated by the West Bay Parking Program will be allocated first to pay back program-required capital equipment costs and then to operating uses once the equipment costs are paid back. Net revenues generated by the West Bay Parking Program will be split equally between BART and SamTrans.

5.1.5 POTENTIAL STRATEGIES TO REDUCE FORECAST DEFICITS

The SRTP projections for FY05 through FY14, and the resulting deficit, continue to be significant and challenging. However, the figures are forecasts, based upon data currently available and do not assume any future efforts the District might take to avoid these deficits. Over the past thirty years the District has ended each fiscal year with an essentially balanced income statement: revenues equaling expenses. BART has managed to solve projected deficits in the past and can be expected to do so in the future.

Since the February 2004 draft of this SRTP, the District made substantial financial progress, narrowing the then projected deficit gap through FY14 from $642 million to approximately $350 million. By balancing the FY05 budget and implementing strategies from the adopted Financial Stability Policy, the District continued to make substantial progress towards solving forecasted deficits.

Strategies to solve future shortfalls will, as they have in the past, rely upon a combination of approaches. Potential solutions will combine operating expense reductions and strategies to generate revenues. The following text details some approaches that could be used to reduce operating deficits. The District has considered and used some or all of these options in the past. However, in the future, BART will have fewer options to generate additional new fare revenue, given the productivity-adjusted, CPI-based fare increase program the BART Board adopted in FY03. Future financial strategies will increasingly need to focus on reducing expenses.

Cost Reduction

The Financial Stability Policy details several strategies relating to reducing operating expenses. Examples of operating expense reductions in the Financial Stability Policy include: implementing technology and productivity

advancements to reduce or avoid increasing operational costs; exploring greater service efficiency and effectiveness; and working to increase and optimize ridership.

In the past four fiscal years, operating expenses have been substantially reduced, with ongoing annual budget reductions of $60 million already implemented. As part of each year's budget process, the District has analyzed its expense base to look for further savings. With this aggressive approach to controlling costs, expense savings can be carried forward for FY06 and out years. Ongoing reductions to expense have a significant impact on the overall financial forecast. The FY05 on-going expense reduction of $22 million saves the District approximately $260 million between FY05 and FY14.

Over the past several years BART has taken a long-term approach to budget issues. With the decline in revenues it was clear that the District needed to gradually transition to a lower expense base and implement budget reductions each year. The District is determined that any budget reductions must not impact safety or service reliability. Further cuts will continue to stress maintaining those priorities. BART will continue to focus on efficiency and technology improvements to enable cutting costs in each year's budget. The past several years of producing balanced budgets and year-end results despite declining and below budget revenues have demonstrated that this can be accomplished while maintaining District priorities.

Labor

Labor costs are the single largest component of the District's operating expense, with combined wages and benefits comprising 75% of the annual operating expense budget. Savings in this area could have substantial impact on financial results in the near and long term. Of the projected $6.2 billion ten-year expenditure forecast in the SRTP, wage and benefit expense is projected at $4.1 billion. Over the past three years the District has saved substantial amounts through a variety of labor-based reductions including a selective hiring freeze, elimination of vacant positions, targeted voluntary termination programs, and layoffs. Further savings in this area will be required to close the projected deficits in both the near and long term. However, the District has already cut 418 operating positions over the past three years and may not be able to rely on reductions of this magnitude in the future. Further reductions in this area will need to be done carefully to avoid an adverse impact on service, reliability, customer satisfaction, and the long-term stability of the District.

BART's four labor contracts expire next year at the end of FY05. The District clearly recognizes the need to continue to bring expenses in line with available revenue sources. In the upcoming process to renegotiate the contracts, the focus will be on making fiscally prudent decisions within the means of available resources. Therefore, careful consideration must be given to both wages and benefits during upcoming negotiations.

⁄# Productivity

To reduce its expenses while maintaining high quality service, the District will need to continue to operate more efficiently and improve productivity both in labor and non-labor areas. Several recently completed capital renovation programs, including AFC modernization, elevator and escalator overhaul, shops expansion, and the A and B-car renovation, have enabled the District to reduce the time and effort spent on repairs and become more productive by expanding preventive maintenance and focused overhauls, and increasing the accuracy of trouble-shooting and data reporting. These and other productivity improvements must continue.

One example of a new effort to spur productivity is the Business Advancement Plan (BAP), a project currently in progress to upgrade BART's obsolete computer-based administrative information systems. The payroll and timekeeping component of the BAP is scheduled to begin implementation in FY05. This, and implementation of other upgrades, will allow BART to become more productive and operate with fewer staff, owing in part to the availability of more accurate, timely and comprehensive information.

A major key to realizing the full potential of improvements is the flexibility to organize work in the most efficient way. BART has many opportunities to improve its productivity, however, some changes will require significant revisions to labor contracts.

TransLink also offers opportunity to improve productivity. The contactless smart card technology will minimize the wear on AFC and TVM equipment, reducing maintenance labor costs, as well as non-labor and capital rehabilitation costs.

⁄# Salaries

Since salaries are the single largest component of labor costs, increasing salaries have a major impact on the District's bottom line. As in previous SRTPs, this SRTP assumes for planning purposes annual wage increases at the forecast CPI rate (3%) beginning in FY06, the first year after the expiration of the current labor agreements. The actual increases will be determined through negotiations. A 3% increase each year would cost approximately $6.6 million per year, or cumulatively, $330 million through FY14 (each 3% annual increase is compounded on top of the prior year's increase). A 1% change in the wage increase each year could cost or save the District $2.2 million per year and, cumulatively, $110 million through FY14.

⁄# Benefits

The largest components of the District's benefit package are pension benefits and health insurance benefits, both for active and retired District employees. Pension costs have escalated rapidly due largely to lower than expected investment earnings by PERS and the improvement of pension benefits for law enforcement employees. In FY05 the District will pay 9.6% of regular payroll in total contributions for Miscellaneous employee pension and 37.9% of regular payroll for Safety. However, just two years later, in FY07,

PERS has indicated BART should expect to pay 14.3% of regular payroll for Miscellaneous employee retirement and 42.8% of regular payroll for Safety employees. Pension benefits are contracted and can only be changed through labor negotiations. The District currently pays both the Employer and Employee contribution to PERS. Employees could share all or part of the Employee contribution in the future if labor and management agreed to such a change.

There are a number of ways the District's represented work force and management could agree to reduce the rate of increase in District costs for active employee and retiree health insurance. These include such simple and common steps as increasing employee contributions toward premiums, to more complex options such as altering plan design to encourage more economic plan use.

The District plans to begin funding retiree medical on an actuarial basis in FY06 and FY07 in advance of GASB requirements in FY08. However, these payments represent an increase of $25 million in FY06 and $24 million in FY07, making up nearly $50 million of the cumulative $103 million deficit in these two years. Funding the retiree medical actuarial payment in this situation will be extremely challenging. However, if it is not done the large unfunded accrued liability for retiree medical will continue to increase and the required payment in FY08 and each subsequent year would be at least $2 million to $3 million higher than if the pre-funding does not occur. During the FY06 and FY07 budget processes, these needs will have to be balanced against impacts of budget cuts or revenue increases needed to produce the retiree medical funding. However, it is important that the funds required for retiree medical are not committed to other permanent uses and to remain focused that the District will have no choice but to fund this obligation starting in FY08.

Non-Labor

While non-labor costs represent a smaller portion of the District's overall budget, non-labor expenses are carefully scrutinized each year when developing plans to balance upcoming operating budgets. Any on-going reductions implemented in the near term also compound into future years and improve the out-year forecasts over what is currently shown in ***Figure 17, BART Operating Financial Forecast***. Two non-labor areas in particular present ongoing challenges and opportunities for cost control.

⁄# Paratransit Costs

As the large "baby boom" generation ages, increasing paratransit costs are a concern to BART and other agencies. Controlling costs is a difficult challenge since transit agencies are obligated under the ADA to provide for 100% of demand from eligible paratransit users—no capacity constraints are allowed. In past years, BART and its paratransit partners have concentrated on controlling costs through improving the efficiency of service, allowing for more paratransit passengers to be carried with the same amount of service. This effort will continue and will be augmented in the next few years with increasing stringency in the eligibility

process, ensuring that only individuals who meet the strict requirements in the ADA are offered paratransit service.

⁄# Power Costs

Electrical power is a considerable cost to the operating budget and current federal contracts are scheduled to increase substantially, by approximately 25% to 33% in FY07, producing a one-time estimated 17.5% increase. Where possible, BART seeks to lessen power costs by minimizing the price of power and/or reducing the amount of power used. The District is currently pursuing several options to find low-cost power to replace the Bonneville Power Administration supply when it ends in 2006. Federal and state regulatory rate cases are also monitored to ensure that charges imposed on BART are justified. The District is also examining opportunities for using renewable energy supplies. For example, solar supply would reduce the amount of energy purchased and has only relatively minor system maintenance costs after capital costs are covered. In addition, BART is replacing lighting fixtures with more efficient lamps, thereby reducing energy use.

Service

A top priority, when seeking cost reductions, has been to maintain BART service routes and train frequencies. In February 2004 and again in September 2004, the rail service schedule and line configuration were modified, primarily along the SFO line, in an effort to tailor service to market demand. Although the new schedules do not cut back service, the configuration will reduce operating costs by several million dollars annually. These savings primarily affect the portion of BART service that is paid for by SamTrans.

In the future, Operations staff will continue to monitor ridership on each line and may adjust train lengths to maintain service standards without incurring unnecessary car hours and car miles.

Revenue Enhancement

Over the past several years, the District has made significant progress on the revenue side in areas such as fares and parking, which provide over 60% of our funding and over which BART has control. Other main revenue sources, such as sales and property tax assistance, are subject to economic conditions.

Fare increases of 5% and 10% were implemented in January 2003 and January 2004, respectively. In March 2003, the Board adopted a program of small, predictable fare increases at a rate less than CPI for future years (2006, 2008, 2010, and 2012). While this program guarantees regular, predictable increases to fares, it also constrains opportunities for additional, larger increases for the general operating fund during this time period.

The Financial Stability Policy also proposes other revenue enhancement strategies. For example, small surcharges tied to specific capital needs such as rehabilitation or earthquake safety could be introduced. Additionally, certain discount programs could be examined. Federal law requires transit agencies to offer a 50% discount to seniors and

disabled during non-peak service hours. BART currently offers a 75% discount to senior, disabled, and children ages 5 through 12 during all service hours. The annual revenue loss associated with these discounts is over $12 million. Reductions to a 50% discount, offered during all service hours, could increase revenue by over $4 million annually, and still meet the requirements of federal law. Other new sources of fare revenues could include developing new inter-operator and interagency partnerships to increase transit access, developing innovative programs with major employers, institutions and other ridership generators, and time-limited passes to market BART for special events, weekends, and families.

Over the past two years, the District has gained experience with the paid parking programs at many stations. The monthly reserved and long term parking programs have benefited BART patrons by offering new parking options, while generating parking revenues for the District. An expansion of "value-added" parking programs, such as a Daily Reserved program, could bring in additional revenues to BART, with minimal upfront capital costs. Based on the application of a Daily Reserved program to the stations that are at capacity, staff estimates that the program could generate an additional $0.5 to $1.0 million annually in net parking revenues. As ridership improves, additional or further expanded parking programs could be considered.

The District also has not raised the current $25 price of tickets issued for most parking violations in many years. Although annual revenue generated by this category is small, on the order of $0.7 million, an increase could be justified.

Other sources of operating revenue for the District, including but not limited to interest earnings, advertising, concessions, and joint development, could improve with economic conditions or new contracts, while still meeting customer needs and providing safe, reliable service.

5.1.6 SYSTEM EXPANSION – OPERATING FINANCIAL PLANS

The MTC's Resolution 3434 requires that expansion project sponsors demonstrate the financial capacity to operate and maintain the expanded service programmed in the RTP. To that end, operating financial forecasts for BART's expansion projects through the SRTP time frame are detailed in ***Figure 18: BART Operating Financial Forecast—Expanded System***. These projects are the West Dublin Station, the Oakland Airport Connector, the Warm Springs Extension, and the East Contra Costa Rail Extension (eBART). Additional details of each project are discussed in Section 4.2.5 System Expansion. Operating forecasts through FY29, the time frame of the MTC's RTP, are included in *Appendix E*.

The Warm Springs and OAC projects are included in the financially constrained element of the RTP. The eBART project has been included in a sales tax alternative of the RTP and is dependent on the November 2004 outcome of Measure J, which seeks to extend a sales tax levied in Contra Costa County. The deficits forecast for Warm Springs and eBART are small, compared to the existing system.

Figure 18: BART Operating Financial Forecast—Expanded System

($ M)	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
43-STATION SYSTEM										
Total Sources	474.8	491.0	513.2	535.6	566.8	590.7	615.2	641.8	669.3	698.1
Total Uses	474.8	538.6	568.3	592.3	615.5	637.3	662.2	668.5	685.6	706.7
Net Operating Result	**0.0**	**(47.6)**	**(55.0)**	**(56.7)**	**(48.7)**	**(46.6)**	**(47.0)**	**(26.7)**	**(16.3)**	**(8.6)**
West Dublin										
Passenger Revenue				1.5	2.4	4.1	4.7	5.2	5.4	6.0
Operating Expense				2.1	2.2	2.2	2.3	2.4	2.5	2.5
Bond debt service				0.0	0.2	1.9	2.4	2.8	3.0	3.4
Net Operating Result				**(0.6)**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
Oakland Airport Connector										
Passenger Revenue						8.8	9.2	9.6	10.0	10.4
Operating Expense						7.7	7.9	8.1	8.4	8.6
CAPRA						1.1	1.3	1.4	1.6	1.7
Net Operating Result						**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
Warm Springs										
Revenue: Fares							8.5	8.9	9.3	9.8
Revenue: Parking							0.2	0.3	0.5	0.6
Revenue: TOTAL							8.7	9.2	9.8	10.4
Operating Expense							9.8	10.1	10.4	10.7
Net Operating Result							**(1.1)**	**(0.8)**	**(0.6)**	**(0.3)**
eBART										
Revenue: Fares								11.6	12.0	12.3
Revenue: Parking								0.7	0.7	0.7
Revenue: TOTAL								12.3	12.7	13.0
Operating Expense								15.9	16.5	17.0
Net Operating Result								**(3.6)**	**(3.8)**	**(4.0)**
NET OPERATING RESULT	**0.0**	**(47.6)**	**(55.0)**	**(57.3)**	**(48.7)**	**(46.6)**	**(48.0)**	**(31.1)**	**(20.7)**	**(12.9)**

The District clearly recognizes the need to balance the operating budgets for the current system before undertaking operations of any expanded service. However, as the previous section indicates, BART has balanced its budget each fiscal year using strategies that also improve the long-term outlook. Although the reductions of recent years have not been easy to make, the District still has a number of options available to balance future budget deficits. Specific approaches will be developed for each budget year, as the budget is prepared.

West Dublin/Pleasanton Infill Station

This project consists of an infill station in the median of I-580, between Castro Valley and Dublin/Pleasanton stations. The mixed use project includes residential, hotel, office and parking facilities and is projected to open in FY08. This project was included in the 2001 RTP, but as it has received all required public funds for construction, it will not be included in the current RTP.

Oakland Airport Connector

The Oakland Airport Connector (OAC) project will provide a high quality link between BART's Coliseum Station and the Oakland Airport using a direct and exclusive aerial guideway for transit vehicles. The OAC is projected to open for revenue service in FY10. The 3.2-mile connector would provide a transit alternative to driving individual automobiles and the overall airport traffic situation would benefit from reducing the number of cars on the road. Depending upon the technology, trains are forecast to operate at a maximum 8.2 minutes headway during the peak hour and could be as frequent as every 3 minutes. Peak hour ridership is expected to grow from 1,300 passengers in 2010 to 1,800 passengers by 2020.

Warm Springs Extension

The Warm Springs Extension, consisting of a one-station, 5.4 mile extension south of the Fremont Station in Alameda County, is expected to open for revenue service by FY11. Approximately 2,300 parking spaces are planned for the station. The project, which will be constructed to enable the option of adding a mid-line station at Irvington at a later date, is the first segment of the San Jose Extension.

East Contra Costa Rail Extension

The East Contra Costa Rail Extension (eBART) extension project consists of a 23-mile extension eastward from the Pittsburg/Bay Point Station. The five-station extension is proposed to use a non-BART technology referred to as diesel-multiple unit trains (DMU). The DMU vehicles meet federal air quality standards and provide a smooth, quiet ride. eBART would provide rail service for the Contra Costa communities of Antioch, Oakley, Brentwood and Byron, connecting to every BART train at the Pittsburg/Bay Point Station. The alignment would be located in the median of State Highway 4 from the BART Station eastward to Loveridge Road, and then shift to the Union Pacific-owned Mococo line right of way for the remainder of the route. The system can be in service within seven years of initiation of the environmental clearance, with revenue

service currently projected for FY12, and has an estimated cost of $377 million (2002 dollars). In 2002, the Policy Advisory Committee members unanimously supported the project.

5.1.7 CONCLUSION

It is important to remember that the SRTP forecasts are based upon today's assumptions. The actual outcome could be quite different. The current estimated $350 million deficit represents approximately 6% of the Operating Financial Plan forecast over a ten-year timeframe. If revenues were to increase more than projected, or if expenses grow less than projected, the deficit could potentially be reduced. Conversely, lower revenues or higher expenses than projected could produce a larger shortfall. Any overall strategies discussed in the SRTP will need to be adjusted over time to fit actual circumstances.

5.2 Overview of the Capital Financial Plan

5.2.1 BACKGROUND

The BART District has an ambitious overall program of projects. The BART Board, BART staff, and various BART advocates work diligently to promote those various projects to appropriate key decision makers. Capital projects receive large amounts of funding from external sources, as well as internally generated funding through sales tax revenue bonds and allocations from operating sources.

External funds, in the form of grants, are key components of BART's capital programming efforts. No grant programs are entitlements -- BART must constantly compete for grants at the federal, state and local levels. Moreover, each funding program has its own particular conditions of eligibility and compliance. For a detailed list of federal and state fund sources, including the requirements and conditions of the programs, please refer to MTC's guide *Moving Costs: A Transportation Funding Guide for the San Francisco Bay Area* published in Spring 2000 and available on-line at www.mtc.ca.gov.

This section discusses recent trends in overall capital project and program funding. This section also defines the distinction in funding status between Track One and Track Two projects contained in the CIP database. Refer to Chapter 4 for recent funding news with respect to each of the CIP projects and program areas.

5.2.2 PROJECT FUNDING STATUS

The two major BART CIP categories of funding status are:

- Track One: Fiscally constrained, i.e. projects for which potential sources of funding can be reasonably identified within the ten-year CIP timeframe. However, not all of the funding identified in Track One is actually secured through formal funds programming, and therefore cannot yet be considered certain. It is important to note: *For this FY05 CIP, the relatively aggressive assumptions regarding Track One grant funding used in the FY03 CIP are no longer being used. An effort is being made to more accurately reflect the reality of the likelihood of the BART District actually receiving Track 1 funds for use on projects. Specifically, the previously used aggressive assumptions regarding the reauthorization of federal legislation (TEA-21) have been removed, as has the assumption that the county-level Congestion Management Agencies will fund 100% of the MTC/RTP-identified Transit Capital Shortfall.* Even though they are less aggressive, it should be noted that the assumptions are still dependent on the occurrence of several events outside the control or considerable influence of the BART District. A full list of assumptions is listed under FY05 CIP Database Assumptions, included in *Appendix D: Capital Improvement Program Database*.

- Track Two: Unconstrained, including other important projects for which funding cannot yet be reasonably identified. Included in Track Two are projects identified as necessary within the first ten years of the BART District's 30-Year Plan. Track Two also covers those portions of segmentable projects that do not yet have identified funding. Delivery of Track Two projects remains dependent on the generation of additional internal and grant funding.

To illustrate how a project might be divided into Track 1 and Track 2, look at the C-1 Car Replacement project. An assumption has been made that a considerable portion of the funding plan should be located in Track 1 of the FY05 CIP, due to assumptions made regarding Federal 5309 and Bridge Toll grant funding being received from external sources. The remainder of the budget has been placed in the 'unfunded' category of Track 2. That portion of the C-1 Car Replacement project which does not actually receive any of the Track 1 assumed funds, will fall back into the Track 2 'unfunded' category in subsequent versions of the CIP database.

Given current assumptions, Capital Improvement Program Current and Planned Track 1 Funding Sources are shown in ***Figure 19: Track One Program Capital Funding Sources***. Capital needs are shown in ***Figure 20: Track One Program Capital Needs***.

Total Track One Program Funding Sources	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Federal Funding Sources													
Section 5309	$1,018,097	$603,739	$414,358	$116,726	$93,632	$15,000	$27,000	$27,000	$27,000	$27,000	$27,000	$27,000	$27,000
Section 5307	$413,628	$89,603	$324,025	$20,166	$32,952	$33,011	$33,223	$33,449	$33,690	$33,949	$34,226	$34,522	$34,838
CMAQ/STP	$144,080	$52,387	$91,693	$443	$11,250	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000
TLC/TCSP/TEA	$4,676	$3,278	$1,398	$1,398	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other	$2,300	$2,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Federal Funding Sources	*$1,582,781*	*$751,307*	*$831,475*	*$138,733*	*$137,834*	*$58,011*	*$70,223*	*$70,449*	*$70,690*	*$70,949*	*$71,226*	*$71,522*	*$71,838*
State Funding Sources													
STIP	$348,750	$81,153	$267,597	$7,200	$6,512	$33,048	$66,300	$45,800	$16,537	$6,700	$28,500	$28,500	$28,500
Prop 108	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TCI	$58,000	$58,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other	$377,454	$161,507	$215,947	$148,929	$57,318	$9,700	$0	$0	$0	$0	$0	$0	$0
Subtotal State Funding Sources	*$784,203*	*$300,659*	*$483,544*	*$156,129*	*$63,830*	*$42,748*	*$66,300*	*$45,800*	*$16,537*	*$6,700*	*$28,500*	*$28,500*	*$28,500*
Local Funding Sources													
Bridge Tolls	$816,030	$21,523	$794,507	$42,362	$243,988	$132,005	$65,554	$97,903	$24,888	$76,888	$24,888	$24,888	$61,144
Plans	$496,830	$118,061	$378,769	$67,636	$61,484	$28,250	$26,500	$22,500	$21,000	$15,399	$11,750	$16,250	$108,000
Other	$346,234	$86,646	$259,588	$7,822	$34,445	$18,775	$14,720	$14,933	$15,235	$15,538	$15,842	$16,344	$105,933
Subtotal Local Funding Sources	*$1,659,095*	*$226,230*	*$1,432,865*	*$117,820*	*$339,917*	*$179,030*	*$106,774*	*$135,336*	*$61,123*	*$107,825*	*$52,480*	*$57,482*	*$275,077*
BART Funding Sources													
1995 Bonds	$9,188	$9,188	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1998 Bonds	$90,935	$90,935	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1999 Bonds	$15,509	$15,509	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
2001 Bonds	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SFO CAPRA Bonds	$113,430	$113,430	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1995 Cross Border Lease	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Interest Earnings	$59,497	$33,986	$25,511	$13,811	$0	$0	$0	$0	$0	$0	$0	$0	$11,700
Previous Reserves	$21,794	$22,794	($1,000)	$0	$0	($1,000)	$0	$0	$0	$0	$0	$0	$0
Allocation from Operating	$230,381	$89,089	$141,292	$676	$14,311	$14,205	$14,632	$15,071	$15,523	$15,988	$16,454	$16,962	$17,470
Subtotal BART Funding Sources	*$540,733*	*$374,931*	*$165,802*	*$14,486*	*$14,311*	*$13,205*	*$14,632*	*$15,071*	*$15,523*	*$15,988*	*$16,454*	*$16,962*	*$29,170*
Other Funding Sources													
Reimbursement	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Private Sector Financing	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous Grants	$270,998	$330,998	($60,000)	$0	($60,000)	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Other Funding Sources	*$270,998*	*$330,998*	*($60,000)*	*$0*	*($60,000)*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*
Total Track One Program	$4,837,810	$1,984,124	$2,853,686	$427,169	$495,892	$292,994	$257,930	$266,657	$163,872	$201,462	$168,660	$174,466	$404,585

Note: all figures in thousands of dollars.

Total Track One Program Capital Needs	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
System Reinvestment													
Rolling Stock	$106,200	$1,200	$105,000	$0	$0	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
Mainline	$324,582	$22,084	$302,498	$23,782	$30,255	$32,931	$30,970	$31,014	$31,043	$31,083	$31,114	$30,165	$30,142
Stations	$185,025	$149,366	$35,660	$0	$4,356	$4,280	$3,122	$3,216	$3,313	$4,279	$4,260	$4,363	$4,471
Controls & Communications	$503,118	$130,601	$372,517	$18,750	$39,620	$39,000	$39,000	$39,000	$39,000	$39,000	$39,000	$40,045	$40,102
Facilities	$7,677	$6,437	$1,240	$124	$124	$124	$124	$124	$124	$124	$124	$124	$124
Work Equipment	$103,588	$30,642	$72,946	$6,550	$6,355	$6,615	$6,860	$7,105	$7,370	$7,635	$7,900	$8,135	$8,421
Total System Reinvestment Program	*$1,230,190*	*$340,329*	*$889,861*	*$49,206*	*$80,709*	*$82,950*	*$95,076*	*$95,459*	*$95,850*	*$97,121*	*$97,398*	*$97,832*	*$98,260*
Seismic Retrofit													
No Subprogram	$330,218	$44,540	$285,678	$133,378	$135,300	$0	$0	$0	$0	$0	$0	$0	$17,000
Total Seismic Retrofit Program	*$330,218*	*$44,540*	*$285,678*	*$133,378*	*$135,300*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$17,000*
Service & Capacity Enhancement													
Mainline	$29,275	$4,275	$25,000	$2,000	$4,000	$12,000	$5,000	$2,000	$0	$0	$0	$0	$0
Stations	$297,221	$92,962	$204,259	$15,321	$10,720	$8,127	$8,645	$13,630	$12,434	$12,760	$34,909	$39,782	$47,931
Controls & Communications	$50	$50	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Service & Capacity Enhancement Program	*$326,546*	*$97,287*	*$229,259*	*$17,321*	*$14,720*	*$20,127*	*$13,645*	*$15,630*	*$12,434*	*$12,760*	*$34,909*	*$39,782*	*$47,931*
System Expansion													
San Francisco Airport Extension	$1,548,032	$1,417,070	$130,962	$103,480	$27,482	$0	$0	$0	$0	$0	$0	$0	$0
Oakland Airport Connector	$256,033	$27,232	$228,801	$14,764	$37,500	$69,748	$51,790	$11,400	$14,700	$8,229	$4,700	$4,700	$11,270
Warm Springs Extension	$678,833	$42,584	$636,249	$57,694	$151,518	$77,500	$45,100	$56,500	$21,237	$18,700	$19,000	$19,500	$169,500
BART/TriValley Rail Extension	$207,001	$2,300	$204,701	$15,376	$13,438	$35,018	$27,318	$27,318	$12,652	$12,652	$12,652	$12,652	$35,625
BART/East Contra Costa Rail Extension	$245,950	$1,950	$244,000	$32,500	$33,500	$8,651	$25,000	$60,349	$7,000	$52,000	$0	$0	$25,000
Other	$15,005	$10,830	$4,175	$3,450	$1,725	($1,000)	$0	$0	$0	$0	$0	$0	$0
Total System Expansion Program	*$2,950,854*	*$1,501,966*	*$1,448,888*	*$227,264*	*$265,163*	*$189,917*	*$149,208*	*$155,567*	*$55,589*	*$91,581*	*$36,352*	*$36,852*	*$241,395*
Total Track One Program Capital Needs	$4,837,808	$1,984,122	$2,853,686	$427,168	$495,892	$292,994	$257,930	$266,657	$163,872	$201,462	$168,659	$174,466	$404,586

Note: all figures in thousands of dollars.

5.2.3 RECENT DEVELOPMENTS IN OVERALL CAPITAL PROGRAM FUNDING

External Sources - Grant Funding – Federal, State and Local

External Sources - General Trends in Short Term Funding Availability

The uncertain funding environment described in the last four CIP documents has continued into FY05. At the *federal level*, the federal legislation authorizing transportation expenditures, the

Transportation Equity Act for the 21st Century (TEA-21), adopted in 1998, expired on September 30, 2003. Since September, Congress and the President have authorized five separate extensions to the TEA-21 expiration deadline. At the present time, the continuation of federal funds supporting TEA-21 are authorized through September 2004 as legislators continue working towards a reauthorization package that both Congress and the White House can accept. In general, federal dollars are programmed several years in advance of actual receipt. That means that any project able to actually receive federal dollars between the time the President signed the extensions and the new expiration date likely had that money programmed years ago. That also means that any project trying to obtain the programming of funds during FY05 and beyond is not assured of receiving any funds until the reauthorization of TEA-21 is complete (provided that project is eligible under the rules of the new legislation). Until the Federal government adopts a successor authorizing legislation to TEA-21, most federal and many state programs will have uncertain budgets and no committed funds.

At the *state level* there has been continued uncertainty regarding the stability of transportation funding over the last couple of years. Where the spring of 2000 found transportation interests enjoying the benefits of funds made available through Governor's Traffic Congestion Relief Plan (TCRP), 2001 was characterized by a relative drought of discretionary transportation funding due to the energy crisis plaguing the State of California. During 2002 and 2003, under both Governor Davis and his successor, Governor Schwarzenegger, the State of California continued to look for ways to trim every aspect of its budget. The biennial process of state programming of transportation dollars, the 2002 STIP, was reassessed in the middle of the programming process. The result was, because of scarce State dollars, transportation monies were "borrowed" by the State's general fund, resulting in many transportation projects having their fund receipt date pushed back by up to five years. This trend has continued with the release of Governor Schwarzenegger's budget in July 2004 and may be exacerbated by the efforts by the State to cover increases in cost to the various Bay Area bridge retrofit and replacement projects.

The *local and regional level* of funding has felt similar impacts as most county sales tax measures have been receiving lower than projected sales tax revenues. In addition, the ability of the BART District to fund a portion of its capital program

through allocations from operating revenues has been nearly eliminated by the fall in ridership and sales tax revenues. Though there has been success in receiving voter approval for county-level and regional transportation funding measures, the actual receipts of those funds are in no way guaranteed. The most recent example of this is the passage in the Bay Area of Regional Measure 2, described later, which is now the target of State-led efforts to redirect the funds towards Bay Area bridge reconstruction work.

Regardless of grant availability or the financial health of any given year, transit districts regularly seek funding from any potential source being made available, for a variety of projects. BART staff, management and Board of Directors participate in numerous "calls for projects" from diverse sources throughout any given fiscal year. These requests are usually for condensed lists of BART capital projects needing funding. Requests for such lists are usually made as part of a political or planning process and often do not result in funds to the BART District projects. The responses to such requests take into account the source and nature of the call for projects, the most recently adopted Capital Improvement Program, and projects that have arisen since the last CIP adoption. Examples of packages of capital projects assembled over the past few years include: proposed projects for the FY01 California Governor's Traffic Congestion Relief Program (which was partially successful); proposed projects for the FY02 request to the Governor (including numerous existing, unfunded projects intended to enhance energy efficiency); proposed projects for the federal government's Fall 2001 Economic Stimulus proposal package (including existing, unfunded safety enhancement projects); various project lists proposed to each of the counties' Congestion Management Agencies, as part of the 2001 Regional Transportation Plan Update process (with varying degrees of success) and the current RTP Update process, Transportation 2030; proposed projects for both the Contra Costa Measure C and the San Mateo County Measure A transportation sales tax renewals; and proposed projects for RM-2.

External Sources - Regional Planning and Long Term Funding Availability

Despite the shortage of immediately accessible transportation funding, efforts to update long-range regional transportation plans continued on schedule. These long-range plans divide up a projected future source of funds, for a selected time frame, amongst projects. Once these plans are adopted, with their 'planned programming' identified, jurisdictions sponsoring projects within the plan become eligible to actually apply for funds when they become available. It isn't until the funding is actually available that a real call for projects is made and it isn't until a governing body approves funding a given project that it can be said that money has been 'programmed' to a project.

The current 25-year regional transportation plan in effect is the MTC 2001 RTP. The transportation planning and funding environment has been dominated from fall 2003 through summer 2004 by initial phases of the

update to the 2001 RTP, named Transportation 2030 by MTC. The early part of 2004 saw the individual counties take the series of budget assumptions and policies provided by MTC and use them to develop their individual versions of a Countywide Transportation Plan. The resulting county transportation priorities are feeding into Transportation 2030, the region-wide planning process conducted by the MTC. Transportation 2030, and the RTP documents preceding it, cover planning over a 25-year period and are updated every three years. The MTC received project inclusion requests from each of its member counties at the end of March 2004 and is finalizing Transportation 2030 content through the summer and early fall. A Big Tent portion of Transportation 2030, which identifies a virtually financially unconstrained list of priority transportation projects, is being formulated as part of finalization of the Transportation 2030 document. Transportation 2030 adoption is scheduled for January 2005.

Parallel to the previous regional transportation planning process, the 2001 RTP, Regional Transit Expansion agreements were negotiated for the MTC Region, greatly affecting the outcome of the BART District's System Expansion Program project funding. The adopted Regional Transit Expansion Plan (RTEP), otherwise known as Resolution 3434, includes proposed funding plans for extensions of BART to Warm Springs, BART to San Jose, BART to the Oakland Airport and BART, or other dedicated transit line, expansions along the Route 4 Corridor in East Contra Costa County and the I-580 Corridor in East Alameda County. An update to the RTEP is being conducted by MTC as part of the ongoing Transportation 2030 plan development, with adoption also scheduled for January 2005. Additional information regarding that process can be obtained from the MTC web page, www.mtc.ca.gov.

The RTP process provides policy direction to county-level funding agencies regarding many issues and projects of relevance to the BART District. For example, MTC sets policy for each of the counties to follow regarding funding of reinvestment and rehabilitation of transit systems, a topic of particular concern to BART. Since 1998, in both of the RTP documents adopted by MTC, the Commission had established a goal of 100% funding for the capital rehabilitation needs of the region's transit systems, including needs identified in BART's System Reinvestment Program. In December 2003, faced with rising transit replacement and road rehabilitation costs and shrinking projections for funding, the MTC voted to back away from its policy to fund 100% of the Transit Capital Shortfall. The detailed impacts this policy may have to the BART District can be found in this document in Section 4.2.2, Funding Developments in System Reinvestment.

The Countywide Plans are updated on a similar cycle to MTC's RTP, every three years. Under normal circumstances, one or two State programming cycles and one or two federal programming cycles fall under the guidance of any given adopted Countywide Plan. For example, in April of 2002, the 2002 State Transportation Improvement Program (STIP) was finalized and adopted by the CTC. The

2002 STIP was the first opportunity to program funding for projects following the adoption of the 2001 RTP.

External Sources - Voter Initiatives

Transportation related voter initiatives are a common occurrence within California and its localities. Such initiatives, at both the state and county level, have proven to be quite popular with the voters over the last couple of years. However, having such a proposition placed on the ballot, whether as an initiative or by resolution, is no guarantee that the measure will be a success. For example, California State Proposition 51, the "Traffic Congestion Relief Act", a voter initiative placed on the November 2002 ballot by the Planning and Conservation League, failed to pass with only 41.4% voter approval.

∉# California State Proposition 42

At the state level, Proposition 42 was approved by California voters in March 2002. The passage of Proposition 42 is intended to continue, in perpetuity, the subvention of the sales tax on motor vehicle fuel into the State's various transportation accounts. The additional future funds that will result from the passage of this measure are scheduled to take effect starting in FY09.

These Proposition 42 funds are intended for distribution in the following fashion: 20% for public transit through the STA; 20% for cities and towns; 20% for counties; 40% for the STIP. The last three categories are used for capital projects and are intended for distribution via existing apportionment formulas. To date, the financial ramifications of the Governor's budget adopted in July 2004, includes a diversion to the General Fund of some of the Proposition 42-related transportation funds through FY08. At that time, transportation programs are scheduled to be repaid with interest.

BART currently receives funds through both the State Transit Account and through the State Transportation Improvement Program. The STA funds are used for operating and are included in BART's operating forecasts described earlier in the Operating Financial Assistance section of the SRTP. The details and amounts of Proposition 42 funds to be received for capital projects in the future programming of STIP funds varies greatly depending on the county in which the Regional-share STIP funds are being programmed. Alameda County CMA, for example, amended its countywide plan in FY02 to include Proposition 42 amounts. The statewide proposition passed by 69%.

∉# Regional Measure 2

On March 2, 2004, voters passed Regional Measure 2 (RM2) with a 57% approval rating, raising the toll on the seven State-owned toll bridges in the San Francisco Bay Area by $1.00. This extra dollar is to fund various transportation projects within the region that have been determined to reduce congestion or to make improvements to travel in the toll bridge corridors, as identified in SB 916 (Chapter 715, Statutes of 2004). Specifically, RM2 establishes the Regional Traffic Relief Plan and identifies specific transit operating assistance and capital projects and programs eligible to receive

RM2 funding. The Plan will provide approximately $1.5 billion towards 36 capital projects in the region. BART-related capital projects scheduled to receive funding from this source include: BART TransBay Tube Seismic Retrofit, BART Oakland Airport Connector, BART Warm Springs Extension, a Central Contra Costa BART Track Crossover Project, eBART/Rail Extension to East Contra Costa, and BART/SF MUNI Direct Connection at Embarcadero and Civic Center Stations.

∉# Alameda County Measure B

At the local level, the fall of 2000 was beneficial to Bay Area transit providers as Alameda County voters passed Measure B. This transportation sales tax provides substantial operating dollars for AC Transit bus and paratransit service and for BART Paratransit ADA service, and capital dollars for BART's Oakland Airport Connector, Warm Springs Extension and Fruitvale Parking Structure projects. The Measure passed by 81%.

∉# San Francisco County Proposition K

With the existing transportation sales tax set to expire in April of 2009, the San Francisco County Transportation Authority successfully took an expenditure plan proposal, Proposition K, to the voters in November 2003. The proposition is expected to generate between $2.35 and $2.82 billion over its 30-year life. Proposition K includes funding for the District's 24th and 16th Street NE Plaza Redesign Projects, as well as the Balboa Park Station Expansion project. Also included are various bicycle, pedestrian, and intermodal access projects, projects intended to increase the efficiency of the existing infrastructure's capacity through signage and real time travel information. New capacity will be created through such Proposition K funded projects as expanded emergency egress, additional elevators, and facilitation of connections between transit modes. The Proposition received 74.79% voter approval.

∉# Santa Clara County Measure A

Also in November 2000, Santa Clara County voters passed Measure A, designed to fund transit service and a future extension of BART to San Jose. The Measure received 72% of the vote in favor of passage.

Agreement was reached between VTA and BART in November 2001 as to the relationship between the two organizations for the duration of the planning, building and operating of a future BART line to San Jose.

∉# General Obligation Bonds

General Obligation bonds are supported by the District's property tax revenues over the life of the bond. Such G.O. bonds have been sold by the District on only one prior occasion, for the original construction of the system. The issuance of general obligation bonds is not a decision that the BART Board can take unilaterally. A BART issued G.O. bond requires 2/3 of the voters within the District to approve the sale of the bonds. An example of such an attempt to finance a major capital project with general obligation bonds occurred with the

Earthquake Safety Program (ESP) in the fall of 2002. The measure narrowly missed gaining the 2/3-voter majority needed across the entire District for approval. With the need for funding for the ESP still existing, the BART Board of Directors, under the recommendation of the Earthquake Safety Committee, has decided to place another G.O. bond attempt on the ballot in November 2004. Should voters approve the measure by a 2/3-voter approval margin, BART would use the $980 million in bond revenues to strengthen its Transbay Tube, stations and elevated tracks.

⁄# Possible Future Measures

Proposed state, regional and county measures to enhance transportation funding are periodically under discussion. Each proposition is mentioned with different degrees of success being predicted. An example of such a measure would be any ballot measures regarding the collection of additional tolls on the State-owned bridges in the Bay Area.

With the voter approval of San Francisco Proposition K, the only county within the BART District with an outstanding transportation sales tax renewal process is Contra Costa County. Contra Costa County Measure C is set to expire in 2008, prompting an 18 month-long renewal process to compile an expenditure plan and launch a renewal campaign for a November 2004 ballot measure. The new measure will be shown as Measure J on the ballot. BART staff and officials have participated to the fullest extent possible throughout this process to ensure that BART issues and projects are addressed within the content of this updated measure. The expenditure plan to be placed on the ballot was finalized in July 2004. The 25-year sales tax is expected to generate $1.6 billion. If the expenditure plan were to be approved by a 2/3 majority, BART will receive funding for two capital projects: "eBART" would receive $150 million and "BART Station Improvements" would receive $41 million.

Also scheduled for the ballot in November 2004 is the renewal of the existing San Mateo County transportation sales tax, Measure A. The current sales tax is scheduled to expire in 2008 and the proposed replacement measure is anticipated to provide a 20-year extension, with an estimated $60 million generated per year, or $1.2 billion total. Though San Mateo County is not technically part of the BART District, a significant segment of BART track, stations and service are within San Mateo. If the final expenditure plan to be placed on the ballot were to be approved by voters, BART would receive $30 million over the life of the measure towards "financial assistance as SamTrans' local match for capital investments and operating expenditures associated with the existing San Mateo County/SFO BART Extension."

Besides the real possibility of higher bridge tolls, and the renewal of existing county transportation sales taxes, another common Bay Area measure frequently proposed to enhance transportation funding is a regional gas tax, or a regional sales tax dedicated to transportation. Discussions of statewide measures include High-Speed Rail initiatives, statewide gas tax increases and statewide initiatives to lower the voter approval threshold for

passing propositions for raising transportation revenues.

Internal Sources - BART Capital Funding Programs

BART Revenue Bond Issues

BART has the ability to sell bonds backed by the sales tax revenues described earlier in the Debt Service and Allocations section of the SRTP. Of current outstanding obligations, the first sales tax revenue bond issue was sold in July 1990, netting $154 million. The second sales tax revenue bond issue was sold in May 1995, netting $130 million. The third sales tax revenue bond issue was sold in March 1998, combining the originally planned 1997 and 1998 issues. This produced $218 million for capital projects, of which $130 million was used for renovation. In October 1999, BART issued a fourth series of sales tax revenue bonds, which generated $130 million for capital projects, including $90 million for the A and B Car Comprehensive Renovation Program. A final series of sales tax revenue bonds, required to complete the A and B Car Comprehensive Renovation Program, was sold during FY00, generating the remaining amount of approximately $39 million. In combination, therefore, BART has generated $390 million in bond sources for renovation, exceeding the required commitment under Resolution 2672 by $190 million. Financial projections carried in the SRTP indicate that the combined debt service for all of the bond issues can be sustained with the revenue produced by the series of the three fare increases already implemented in the 1990s.

Occasionally there are other revenue streams which are able to support bond sales for capital projects. In 2002, BART issued bonds for completing the agreed funding plan for the BART extension to the San Francisco International Airport. These bonds are backed by pledged revenues from the Premium Fare to be charged at the SFIA Station.

The district's current debt load is consistent with the AA ratings assigned by the three rating agencies. If additional revenues can be developed or identified, the district would evaluate the feasibility of bonding against such revenues. Certainly no new sales tax revenue bond issues will occur during FY05.

Allocations from the Operating Budget

In addition to the bond issues, the funding program has for several years included direct allocations from the operating budget to the capital program. Between FY96 and FY03, $170 million was allocated from the operating to the capital budget. Budget contraints eliminated the ability to make any allocation to capital in FY04. The FY05 SRTP forecasts operating allocations of $153.5 million to the capital plan over the period from FY05 to FY14, bringing the total program of allocations from the operating plan to $324 million between FY96 and FY14.

Future year allocation amounts are assumptions in the CIP database. Allocations from operating are assumed at $13.4 million for FY05, escalating at 3% annually, in accordance with the SRTP financial plan. Historically, actual receipt of allocations are dependent on the ability of the District to first cover all necessary

operating expenses with available operating revenues prior to providing the allocation amount to capital projects. Board actions during FY02 emphasized the importance of continuing allocations from operating to capital projects so that the District can maintain its infrastructure in good working order.

Given the current difficulties facing the operating budget (ridership revenues and tax revenues decreasing), it is not likely that the most recent fare increases will have a direct positive impact on immediate allocations of operating funds to capital.

Innovative Financing Mechanisms

Historically, BART has used innovative financing mechanisms to fund a portion of the capital program. The specific tools have changed over time, given the changing regulatory environment. One such mechanism was utilized in 1995, when BART entered into a cross-border lease, which resulted in proceeds of several million for capital projects. Unlike earlier deals, which involved the sale of equipment to private domestic entities, the cross-border lease involved the sale of equipment to a non-domestic corporation with BART leasing the equipment back and receiving monetary benefit.

The most recent arrangement, a complex but relatively common practice since the mid-1990s within the public rail industry, is called a lease-leaseback arrangement. In February of 1996, the first lease/leaseback of transit rolling stock was undertaken by the San Diego Transit Authority. This transaction involved the lease of San Diego's light rail cars to an investor, which created a lease interest that could then be leased back to the transit system. That sub-lease was considered an economic instrument, and could thus be amortized in the same way as an intangible asset. In FY02, BART entered into a lease/leaseback arrangement, resulting in one-time proceeds of approximately $21 million. Congress is in the process of reviewing the Internal Revenue Service (IRS) rules that allow for lease/leaseback arrangements. There is a strong probability that Congress will require the IRS to make a rule change that would effectively prohibit future transactions of this type.

In the future, however, there may be other innovative financing mechanisms that the District could consider, including parking revenue bonds.

5.3 Financial Performance Indicators

BART's Strategic Plan is a broad platform for long range decision making and planning within the District. The Strategic Plan has seven focus areas, one of which is titled Financial Health. This focus area, similar to the other focus areas, has a specific vision and four major goals. Several financial performance measures are used as indicators of how successful the District has been in meeting the goals of the Financial Health focus area of the Strategic Plan. In March 2003, the BART Board adopted a

Financial Stability Policy. The goals and strategies enacted within that policy are supportive of those included as part of the Financial Health focus area of the BART Strategic Plan.

The first goal listed in the Financial Health focus area is to remain competitive in terms of value, such as the quality of service in relation to price, for the people served. One performance measure reflecting success towards achieving this goal is to hold annual increases in operating costs at or below the rate of inflation. Over the ten year forecast period and at current projected expenditure levels, the SRTP projects a 28% increase in rail cost per passenger mile, from 31.3 cents estimated for the FY05 pro-forma budget to 39.9 cents by FY14. By comparison, inflation is projected to increase by 27%. Rail cost per passenger mile indicates the cost of operating service compared to the passenger miles traveled. However, when adjusted for inflation, this measure improves substantially, as the forecast passenger miles grow at a faster rate than the expected added service. Rail cost per passenger and rail cost per revenue car mile are other measures of cost effectiveness.

A second goal of the Financial Health focus area is to maintain and improve the stability of the District's financial base. One performance measure for this goal is to keep the operating ratio at or above 60%. The operating ratio is defined as all operating revenue generated, including passenger fares and other operating revenue, divided by total operating expense. The measure is at 61.7% as budgeted for FY05. However, in the current long-term outlook, this measure is forecast to range between 56.1% and 58.6%. Actions taken to balance future years will improve this and other performance indicators in the long term. The rail farebox ratio, defined as the ratio of rail passenger revenue to rail operating expense, also shows substantial improvement with the cost reduction and fare increase actions recently adopted.

A third goal of the Financial Health focus area is to work with our regional transportation partners to advocate for funding needed first to sustain existing transit services and infrastructure reinvestment, and then to pursue prudent expansion. This goal is a difficult one to quantify with a meaningful measurement, because external agencies, not BART, control much of the funding decision-making. However, one way to gauge the District's performance in securing funding for infrastructure reinvestment is to compare the amount of regional grants programmed to BART to the total regional grants available during the period of authorizing federal legislation. In the base case, under TEA-21 (FY98 – FY03), BART received approximately 11.13% of all available regional funds, excluding programming for extension projects. To measure BART's success regarding the third Financial Health goal of the Strategic Plan, the percentage of regional grants programmed for BART should remain at or above the base case of 11.13%. The District's ability to fund critical Track 2 programs will partially depend on improving this percentage.

Looking at only two fund sources for FY04 and FY05, BART has been successful in working with regional transportation

partners with respect to this benchmark. For FY04 and FY05, the region's transit operators, including BART, and MTC decided on a one-time arrangement regarding award of Federal Section 5307 and 5309 funds. The arrangement allowed operators to direct federal funds to their respective rehabilitation needs or to use some of the funds for maintenance (operations). Unlike previous years, the funds were distributed to operators partially based on performance (ridership, trip length, etc.).

For FY04, BART received approximately 32% of the regional rehabilitation funds and is scheduled to receive approximately 18% of those funds in FY05. It is likely that the model by which federal transit rehabilitation funds are distributed will change again for FY06 and beyond, and therefore uncertain how successful BART will be in future years.

The fourth and final goal of the Financial Health focus area is that the District's financial choices will be guided by prudent fiscal policies and reliable, useful revenue and expense forecasts and plans. One manifestation of success in the arena of that goal involves looking at both debt capacity and the maintenance of BART's credit rating.

In general, debt capacity is defined as the projected financial ability to pay debt service on outstanding bond issues. Senior lien sales tax debt coverage is calculated as total projected sales tax financial assistance divided by total annual sales tax backed debt service. During the current ten-year outlook, the ratio ranges from 3.17 coverage to 6.47 coverage, indicating the ability to fund future debt service from current sources. Senior lien Premium Fare debt coverage is calculated as total projected Premium Fare generations divided by total annual debt service covered by the Premium Fare. During the current ten-year outlook, the ratio ranges from a 1.77 coverage to a high of 4.80 coverage, during a partial first year of debt service.

The 2004 Strategic Plan Status Report identifies another performance measure for financial health as maintenance of BART's overall credit rating. The District's most current credit ratings are from its 2001 sales tax bond issue and are as follows: Fitch (AA), Moody (AA3), and S&P (AA-).

Figure 21: Financial Performance Indicators Forecast

Financial Performance Indicators	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Rail Cost / Passenger Mile	31.3¢	34.1¢	35.2¢	35.9¢	36.7¢	37.4¢	38.1¢	38.7¢	39.4¢	39.9¢
Adjusted for inflation		33.1¢	33.1¢	32.8¢	32.6¢	32.3¢	31.9¢	31.4¢	32.0¢	31.5¢
Rail Cost / Passenger	$4.24	$4.64	$4.81	$4.92	$5.04	$5.15	$5.25	$5.33	$5.43	$5.52
Adjusted for inflation		$4.51	$4.53	$4.50	$4.48	$4.44	$4.40	$4.34	$4.42	$4.35
Rail Cost / Revenue Car Mile	$6.43	$7.19	$7.55	$7.72	$7.94	$8.27	$8.47	$8.60	$8.79	$8.95
Adjusted for inflation		$6.98	$7.12	$7.06	$7.06	$7.13	$7.09	$6.99	$7.15	$7.06
Rail Farebox Recovery Ratio	60.1%	56.5%	56.1%	56.2%	56.2%	56.5%	56.8%	57.4%	57.9%	58.6%
Adjusted for inflation		54.9%	52.9%	51.5%	50.0%	48.7%	47.5%	46.7%	47.1%	46.3%
Operating Ratio	61.7%	58.1%	57.6%	57.7%	57.6%	57.7%	57.9%	58.4%	58.8%	59.4%
Adjusted for inflation		56.4%	54.3%	52.8%	51.2%	49.8%	48.5%	47.5%	47.8%	46.9%
Operating Revenue / Passenger	$2.72	$2.79	$2.87	$2.94	$3.01	$3.08	$3.15	$3.24	$3.32	$3.41
Adjusted for inflation		$2.71	$2.70	$2.69	$2.67	$2.66	$2.64	$2.63	$2.70	$2.69
Senior Lien Sales Tax Debt Coverage		3.17	3.31	3.43	3.58	3.74	3.94	3.93	5.43	6.47
Senior Lien Prem Fare Debt Coverage		4.80	1.81	1.95	2.04	1.77	1.81	1.81	1.84	1.84

APPENDIX A: LIST OF ACRONYMS

AATC	Advanced Automatic Train Control
ABAG	Association of Bay Area Governments
ACCMA	Alameda County Congestion Management Agency
ACTA/ACTIA	Alameda County Transportation Authority/Alameda County Transportation Improvement Authority
ADA	Americans With Disabilities Act
AFC	Automatic Fare Collection
AGT	Automated Guideway Transit
BAP	Business Advancement Plan
BART	(San Francisco) Bay Area Rapid Transit District
Caltrans	California Department of Transportation
CAPRA	Capital Reserve Account
CCTA	Contra Costa Transportation Authority
CEQA	California Environmental Quality Act
CIP	(BART) Capital Improvement Program
CMA	Congestion Management Agency
CPI	Consumer Price Index
CTC	California Transportation Commission
DAS	Data Acquisition System
DMU	Diesel Multiple Unit
EBPC	East Bay Paratransit Consortium
ERAF	Education Realignment Augmentation Fund
ESP	Earthquake Safety Program
(F)EIR	(Final) Environmental Impact Report
(F)EIS	(Final) Environmental Impact Statement
FHWA	Federal Highway Administration
FMP	Fleet Management Plan
FTA	Federal Transit Administration
FY	Fiscal Year (July 1 - June 30 for BART)
GASB	Government Accounting Standard Board
G.O. Bond	General Obligation Bond
ITIP	(California) Inter-Regional Transportation Improvement Program
MOU	Memorandum of Understanding

MPO	Metropolitan Planning Organization
MTC	Metropolitan Transportation Commission
Muni	(San Francisco) Municipal Railway
OAC	Oakland Airport Connector
OCC	Operations Control Center
PAC	Policy Advisory Committee
PG&E	Pacific Gas and Electric
PERS	(California) Public Employees Retirement System
RFP	Request for Proposals
RFQ	Request for Qualifications
RM-2	Regional Measure 2 – Third Dollar Bridge Toll
RTP	(MTC) Regional Transportation Plan
RTEP	(MTC) Regional Transit Expansion Plan
SamTrans	San Mateo County Transit District
SFCTA	San Francisco County Transportation Authority
SFO/SFIA	San Francisco International Airport
SRTP	(BART) Short Range Transit Plan
SSR	Station Status Report
STA	(California) State Transportation Assistance
STIP	State Transportation Improvement Program
TCRP	(California) Traffic Congestion Relief Program
TDA	(California) Transportation Development Act
TEA-21	(Federal) Transportation Equity Act for the 21st Century
TIP	Transportation Improvement Program
TLC	Transportation for Livable Communities (MTC)
TVM	Ticket Vending Machine
TVTC	Tri-Valley Transportation Council
USDOT	United States Department of Transportation
VTA	Santa Clara Valley Transportation Authority
WestCAT	West Contra Costa Transit Authority

APPENDIX B: STATION ACCESS INVENTORY

BART Line	BART Station	Parking Spaces	Motorcycle Spaces	Bicycle Racks	Bicycle Lockers	Taxi Zone	Connecting Bus Routes
San Francisco							
	Millbrae	3,004	23	40	46	Yes	6
	San Francisco Intl Airport	0	0	0	0	No	3
	San Bruno	1,003	0	12	12	Yes	6
	South San Francisco	1,363	16	30	30	Yes	5
	Colma (a)	2,494	16	40	23	Yes	11
	Daly City	2,039	24	49	20	Yes	8
	Balboa Park	0	0	35	12	No	11
	Glen Park	55	19	28	12	No	5
	24th Street/Mission	0	0	0	0	No	5
	16th Street/Mission	0	0	42	0	No	7
	Civic Center	0	0	0	0	No	14
	Powell Street	0	0	0	0	No	21
	Montgomery Street	0	0	0	0	No	21
	Embarcadero (b)	0	0	0	0	No	18
Fremont							
	Fremont	2,030	18	121	34	Yes	34
	Union City	1,197	10	84	20	Yes	22
	South Hayward	1,207	12	56	30	Yes	10
	Hayward	1,473	27	70	20	No	19
	Bay Fair	1,640	24	42	16	Yes	9
	San Leandro	1,224	12	84	28	Yes	8
	Coliseum/Airport	1,013	24	40	2	Yes	9
	Fruitvale (c) (d)	1,268	23	49	14	Yes	13
	Lake Merritt	207	5	56	20	No	8
Dublin/Livermore							
	Dublin/Pleasanton	2,973	20	66	24	Yes	14
	Castro Valley	1,123	22	20	19	Yes	3
Richmond							
	Richmond	624	0	21	2	Yes	7
	El Cerrito del Norte	2,198	15	154	27	No	22
	El Cerrito Plaza	761	20	124	29	Yes	10
	North Berkeley	822	24	208	55	Yes	4
	Downtown Berkeley (e)	0	0	0	0	Yes	12
	Ashby	615	24	147	36	Yes	3
Pittsburg/Bay Point							
	Pittsburg/Bay Point	1,992	16	24	19	Yes	7
	North Concord/Martinez	1,977	21	60	16	Yes	5
	Concord	2,401	24	126	40	Yes	11
	Pleasant Hill (f)	2,826	40	308	90	Yes	10
	Walnut Creek	2,089	12	91	64	Yes	10
	Lafayette	1,509	24	84	30	No	3
	Orinda	1,406	18	26	24	No	2
	Rockridge	903	12	133	56	Yes	5
	MacArthur	602	10	84	30	Yes	8
Oakland							
	19th Street	0	0	0	0	No	14
	12th Street	0	0	0	0	No	20
	West Oakland	441	24	91	8	Yes	4
TOTALS		**46,479**	**579**	**2,645**	**908**	**27 Yes/16 No**	**427**

(a) Colma Station includes 1,052 spaces in the SamTrans surface parking lot.
(b) Bikestation Embarcadero is an attended bicycle parking facility with a capacity for 150 bikes.
(c) With the planned construction of the Fruitvale Transit Village - Phase 2, this will be reduced by 481 spaces.
(d) 13 additional lockers are provided by the City of Alameda for exclusive use of Alameda residents.
(e) Bikestation Berkeley is an attended bicycle parking facility with a capacity for 77 bikes.
(f) Pleasant Hill does not include 180 temporary spaces to be leased at the Las Juntas Swim Club.

APPENDIX C: STATION STATUS REPORT

station status report

September 2004 snapshot—subject to updates

planning • development • access • re-investment • capacity

12th / BROADWAY

PLANNING BART staff is continuing to work with the City of Oakland as they plan for job growth and 10,000 new residents in downtown Oakland. The City completed a Downtown Transportation Study in 2004. Subsequent analysis is on hold due to budget difficulties.

DEVELOPMENT Completed in recent years are the Courtyard Marriott development (a 162-room hotel with ground floor shops) and renovation of the historic Swan's Market building (which include new restaurants, a café, and the expanded market) nearby the BART station.

A special entrance agreement is also being negotiated with the owners of the Central Building.

ACCESS IMPROVEMENTS Oakland is implementing streetscape improvements on Broadway, including widening sidewalks next to the 12th Street Station. These improvements will include improved signage and transit connection information between BART and AC Transit.

As part of the Art at BART program, BART and the City of Oakland completed art enhancements in late 2002 to the entrance at 14th & Broadway. Additional art installments are planned as part of future improvements.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed within the station in 2002, as part of ongoing renovation programs, and will have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

16th STREET / MISSION

PLANNING The 16th Street/Mission BART Station is currently the subject of an ongoing Comprehensive Station Plan (CSP) scheduled for completion in the summer of 2004. Improvements to the southwest plaza were dedicated in May 2003, after two years of construction. The plaza improvements were based on a Community Plan, prepared by BART and multiple community partners. The construction was funded by MTC's TLC program, the SFCTA, and BART. The project was the recipient of a San Francisco Beautiful award in Fall 2003. Full funding for construction of the northeast plaza was accomplished with the reauthorization of San Francisco's transportation sales tax, Proposition K, in November 2003.

A major project funded with the passage of Proposition K is development of a BRT/TPS bus network in the city which will improve access to the station. BART staff will monitor and participate in plan development and implementation. BART has also prepared a Draft Capacity Plan for the station which addresses 30-year capacity needs for the station.

DEVELOPMENT BART continues to monitor potential redevelopment of adjacent properties for opportunities for new access to the plaza and station.

ACCESS IMPROVEMENTS Several improvements have been made and are planned to improve bicycle access such as the 28 "wave" bike rack installed in the paid area of the BART station. Additional racks with 14 more spaces were installed in January 2004. The security camera system was upgraded to provide digital monitors with a camera connected to the station agent booth and the BART Police Department in order to monitor the bicycle racks. Bicycle signage is being designed for this station and will be installed in Spring 2004. BART received TFCA funding from SFCTA to design and construct a bicycle stair channel (ramp) which will allow bicyclists to push their bikes up and down the stairs. This design will be used to develop standards which can be used at other locations.

As a part of the "Art at BART" program, community-themed art murals, railings, and a community board (developed in partnership with Mission Housing) have been integrated into the station improvements described in the development section above.

REINVESTMENT Several lighting retrofit schemes are being tested at the 16th Street/Mission Station. One test is completed; a second is in progress. Once an acceptable scheme is developed, the lighting in this station will be retrofitted. This station will also have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

CAPACITY IMPROVEMENTS The 16th Street/Mission Station was studied in 2003 to analyze the critical areas of platform capacity, vertical circulation (stairs/escalators) capacity, and faregate capacity. Specific proposals for

capacity-increasing projects will be incorporated in the Capacity Plan section of this station's Comprehensive Plan.

19th / BROADWAY

PLANNING BART staff is working with the City of Oakland as they plan for job growth and 10,000 new residents in downtown Oakland. The City completed a Downtown Transportation Study in 2004.

Uptown Mixed-Use Project: A mixed-use development is proposed on a 15-acre site in the Uptown District of the City of Oakland. The EIR for the entire area includes approximately 2,000 residential units, 43,000 square feet of commercial space and 1,959 parking spaces. The City issued a Final Environmental Impact Report in January, 2004. The FEIR was certified and the City Council approved the Disposition and Development Agreement (DDA) with Forest City in Summer 2004. The project is expected to begin construction within the year.

REINVESTMENT This station is scheduled to have new, energy efficient lighting fixtures and lamps installed inside the station in 2004, as part of ongoing station renovation program activities. This station will also have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

24th STREET / MISSION

PLANNING BART continues to work to identify funding sources for full implementation of the 24th Street Plaza Design Concept Plan, completed in October 2001. Reauthorization of San Francisco's transportation sales tax measure, Proposition K, in November 2003, provided a new funding source for implementation of the plan.

DEVELOPMENT BART continues to monitor potential redevelopment of adjacent properties for opportunities for new access to the plaza and station.

ACCESS IMPROVEMENTS The Plaza Design Concept Plan is intended to improve pedestrian and transit access to the 24th Street Station. An "Art at BART" component will be included in the construction drawing phase.

Bicycle racks with spaces for 49 bikes are scheduled for installation inside the station paid area in January 2004. Bicycle signage is being designed for this station and will be installed in Spring 2004.

REINVESTMENT This station will have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

ASHBY

PLANNING The Ashby BART Station will be the subject of a Comprehensive Station Plan (CSP) scheduled to begin in 2005.

As part of the Ed Roberts Campus, described below, access plans are being finalized.

DEVELOPMENT In October 1999, the BART Board of Directors authorized execution of an option agreement with the Ed Roberts Campus (ERC) for approximately one-third of BART's property on the east side of the Ashby BART Station. ERC plans to construct office space for each of their nine-member organizations, as well as common facilities for all members, and an improved entrance to the BART station. The option agreement affords ERC sufficient property control to conduct a fund-raising campaign and to environmentally clear their project. Upon completion of the environmental effort through the City of Berkeley, the BART Board of Directors would be asked to also make a finding under CEQA. After modifications of the project's footprint, the ERC received Design Review Board approval on their project from the City of Berkeley, completed an updated traffic and parking study and are working with BART on the environmental clearance process.

ACCESS IMPROVEMENTS Fifty-four new bike racks and four new lockers were installed in 2002, bringing the total number of racks to 147 and the total number of lockers to 36 at this station.

As part of the ERC project, Adeline Street will be re-striped with new bus stops, pick-up/drop-off zones, and shuttle, paratransit and taxi areas. Also included are an enhanced crosswalk, bulb-outs, signage and lighting for patron and visitor accessibility.

Through the Art at BART program, staff is working with the Ed Roberts Campus organization to involve the disability community in developing art that will be integrated into the ERC when it is developed.

REINVESTMENT This station was painted in 2003 and is scheduled to have new, energy efficient lighting fixtures and lamps installed inside the station in 2005. These projects are part of ongoing station renovation program activities. This station had upgraded replacement ADA-compliant platform edge tiles installed in early 2004.

BALBOA PARK

PLANNING BART completed a Comprehensive Station Plan (CSP) at this station in 2002. Projects proposed as part of this plan have been included in CIP database tables, predominantly in Track 2 (unfunded).

BART continued working with MUNI and the SF Department of City Planning to develop improved access to Ocean Avenue and at Geneva Plaza. BART staff participated in preparation of a new master plan for City College that calls for development of a new pedestrian-oriented entrance on Ocean Avenue with numerous recommendations for improved pedestrian safety and connectivity.

ACCESS IMPROVEMENTS In 2003, new bike racks were installed at this station, bringing the total to thirty-five.

REINVESTMENT This station is scheduled to have new, energy efficient lighting fixtures and lamps installed inside the station in 2005, as part of ongoing station renovation program activities. This station will have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

CAPACITY IMPROVEMENTS Phase One capacity improvements, including a new escalator, stairs, faregates and emergency exit improvements are complete. Final touches, in the form of new finishes, will be applied in Spring 2004.

BAY FAIR

PLANNING Bay Fair Station is one of six stations for which a 2004 BART Comprehensive Station Plan (CSP) will be completed. New ownership of the Bayfair Mall by Madison Marquette, is resulting in a new visioning process for the Mall. The BART CSP will examine potential development opportunities associated with those potential changes to the extent possible. BART Planning is also seeking to coordinate with AC Transit on the Bus Rapid Transit project, define additional access projects and illustrate recommended station capacity improvements. The CSP can then provide a framework for discussion in a future collaborative station area planning effort between BART, the City of San Leandro, Alameda County and the Bayfair Mall owner.

BART has also been participating as a partner with the City, developer and consultants in the development, design review and creation of guidelines for achieving smart growth objectives with enhanced transit access. A concurrent City revitalization effort being considered for adoption is focused on the East 14th Street Corridor, incorporating infill development, transit access and urban revitalization.

DEVELOPMENT New changes in Bayfair Mall's ownership, tenancy expectations, site planning and circulation will affect possibilities for the development of BART property. The current vision is for a phased approach to rejuvenating the aging mall into a vibrant mixed-use commercial center, with a transit oriented dimension to retail, future housing opportunities, and enhanced urban design for public spaces.

ACCESS IMPROVEMENTS The Alameda County Redevelopment Agency is leading the implementation of new pedestrian and transit oriented access improvements based upon a community plan endorsed by the county, BART and the City of San Leandro. The plan focuses upon a series of pedestrian oriented improvements including new sidewalks, crosswalks, lighting and other elements in the neighborhoods surrounding the BART station. The anticipated completion of the project is for Fall 2004.

Bayfair Mall has completed a series of improvements during 2003, including new interior streets with enhanced sidewalks, crosswalks, landscaping, lighting and signage as well as rehabilitating the pedestrian bridge connecting the BART station to the mall.

BART completed a series of ADA-related improvements in 2003, including new sidewalks, ramps and crosswalks.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed throughout the parking lot in 2002. This station has also had upgraded replacement ADA-compliant platform edge tiles installed. This station is scheduled to have energy efficient lighting fixtures and lamps installed throughout the station itself and to have the parking lot surface rehabilitated in 2004, as part of ongoing station renovation program activities. Included in the parking lot rehabilitation is repair and resurfacing of the lot, as well as the re-striping and renumbering of the stalls, and the replacement of pavement markings with long life thermoplastic markings. Lots are also realigned to maximize space utilization and to support the District's new Long-Term Parking Program.

CAPACITY IMPROVEMENTS The recently completed Station Capacity Study examined recommended improvements for the Bay Fair Station. As an "Aerial Center" platform station prototype for the larger systemwide study, both Safety Criteria and Passenger Service Criteria were used to analyze the critical areas of platform, vertical circulation (stairs/escalators), and faregate capacity. Specific proposals for capacity increasing projects will be illustrated and described within the forthcoming CSP.

BERKELEY

PLANNING The Berkeley BART Station will be the subject of a Comprehensive Station Plan (CSP) scheduled to begin in 2005.

The City of Berkeley has facilitated a large array of transit oriented planning and development projects in the immediate vicinity of the Downtown Berkeley BART Station. Major completed projects include the award winning Gaia Building (267 dwelling units per acre) and other high density residential projects, expansion of Berkeley Repertory Theatre, numerous new arts venues and related businesses. A major new initiative involves plans for a downtown hotel, conference center, and a University of California art

museum complex adjacent to the BART Rotunda. BART continues to support the City's other initiatives to enhance transit access, create a safe and attractive public environment, and foster Downtown Berkeley's renaissance.

ACCESS IMPROVEMENTS The City will be submitting a 2004 TLC Planning Grant to focus upon Shattuck Square, the BART Station plazas, and Center Street which is the major pedestrian corridor to the University of California. BART staff will be participating through linkage with the BART station study, along with mode analysis and public space design.

A previous multi-agency plan to consolidate bus and shuttle locations that reduce street congestion, create a BART patron drop-off location in front of the station, relocate taxi services to a more conducive location and conserve merchant parking was completed in Fall 2003. The City is currently working with BART on installing maps showing the new locations and directional signage.

Other efforts include BART partnering with the City of Berkeley and securing funding from TFCA and local transportation funds to develop a new design for the existing bicycle station. The goal for the new design is to improve the capacity and aesthetics of the bicycle station, while providing facilities and the flexibility that will decrease the subsidy needed for operating costs. The new design will be a joint effort to ensure BART's operational, engineering and security requirements are built into the design. Downtown Berkeley's bike station is currently accommodating over 90 patrons and their bikes on a daily basis.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed inside the station in 2002, as part of ongoing station renovation programs, and will have upgraded replacement ADA-compliant platform edge tiles installed by 2004.

CASTRO VALLEY

DEVELOPMENT An award winning joint development project with Bridge Housing was completed in 1998 at the north-west corner of the station parking lot. The project was constructed on a long-term ground lease from BART and includes 96 units of affordable housing (two-thirds for seniors and one-third for families), including 3 units and a community room within the restored Strobridge House, and a separate BART Zone Command Police Facility funded by Bridge Housing.

ACCESS IMPROVEMENTS Castro Valley is one of four stations in the Carpool Demonstration Program, where carpool and midday spaces were combined. If the carpool parking spaces are not filled by 10am, then those spaces can be used by non-carpool drivers.

New signs, new permits and a new marketing campaign will be aimed at increasing the utilization of carpool parking spaces. RIDES will assist in promoting this new program at a regional level. Phase Two of the Station Sign Evaluation Study has been completed at this station.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed throughout the parking lot in 2003 and is scheduled to have the same installed throughout the station itself in 2005, as part of ongoing station renovation programs. This station has also had upgraded replacement ADA-compliant platform edge tiles installed.

CIVIC CENTER

PLANNING BART participated in the UN Plaza Working Group, appointed by the San Francisco Board of Supervisors to make recommendations for improvements to the UN Plaza and station area.

BART also has been monitoring development of the Mid-Market survey area of the San Francisco Redevelopment Agency.

BART participated in the Market Street Study managed by the SFCTA which includes numerous recommendations for improved bicycle and transit access, signage and circulation.

DEVELOPMENT BART continues to monitor potential redevelopment of adjacent properties for opportunities for new access to the plaza and station.

ACCESS IMPROVEMENTS The District will receive state funding to install "Talking Signs" at Civic Center Station in 2008. New faregates are proposed that allow direct access between the Muni Metro and BART stations at Civic Center. Funding for these faregates has not yet been secured, though the project has been included in a list of capital projects to be funded by any increase to the Bay Area's bridge tolls.

Spaces for 35 bicycles are being provided in "wave" bike racks with the scheduled installation of the racks in the paid area of the BART station in February 2004. Bicycle signage is being designed for this station and will be installed in Spring 2004.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed inside the station in 2004 and was repainted, both as part of ongoing station renovation programs. This station will have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

COLISEUM

PLANNING *Coliseum Transit Village:* The City of Oakland Community and Economic Development Agency (CEDA), the Housing Authority of the City of Oakland (OHA) and BART have completed the transit village Concept Plan at the Coliseum BART station. The Concept Plan includes converting the BART parking lot, OHA's *Coliseum Gardens* housing complex and 18 acres of industrial land adjacent to the Coliseum parking area into a vital mixed-use center that helps revitalize the entire community. The development calls for 600+ new residential units, 1 million square feet of commercial/ entertainment space, and supporting retail and community services.

OHA has secured $34 million to construct the affordable housing component of the transit village by 2004. The City of Oakland and BART have received a $350,000 grant from the California Pollution Control Finance Authority (CPCFA) to conduct a Financial Feasibility Study of the proposed development on the other two components of the concept plan (market rate housing and commercial development).

In 2003, the Board authorized staff to execute a Memorandum of Understanding with the City of Oakland to pursue a financial feasibility assessment of the proposed concept plan. The MOU will be used to direct BART's on-call joint development consultant in the next phase. An Oakland Economic Development Corporation (OEDC) has also been formed to pursue development rights at and around the BART Station.

Capital Corridor Station: A Capital Corridor Station will be constructed by Spring 2005 to the west of the Coliseum BART Station and provide additional regional transit service.

San Leandro Streetscape Project: BART and the City received a $1 million grant from Metropolitan Transportation Commission's (MTC) Transportation for Livable Communities (TLC) Capital Grant Program and $303,000 from the Bay Area Air Quality Management District TFCA program for streetscape improvements on San Leandro Street to advance crime prevention through environmental design (CPTED) principles and support the future transit village. AC Transit is contributing $600,000 and developing a bus hub on San Leandro Street that will complement the streetscape improvements. Construction will begin in Spring 2005.

BART to Bay Trail Project: Alameda County completed the "BART to Bay Trail" plan in 2003. The plan is the first step towards providing a pedestrian/ bike trail to the San Francisco Bay from the Coliseum BART Station.

ACCESS IMPROVEMENTS Funded major transit projects in the area include the Oakland International Airport Connector (OAC) and the new Capital Corridor Station projects. The OAC project will provide an elevated people mover connecting the Coliseum BART station to the Oakland International Airport. The three-mile project is designed to improve travel time, reliability

and transferring from BART to the Oakland Airport, and will include an intermediate stop that could serve transit-oriented developments between the station and the airport. The FEIR has been certified and the project is in the design phase.

BART installed 32 additional new bike racks/lockers at this station in 2003.

REINVESTMENT This station has had upgraded replacement ADA-compliant platform edge tiles installed in early 2004. This station is also having new, energy efficient lighting fixtures and lamps installed throughout the station itself and throughout the parking lot in 2005, as part of ongoing station renovation activities.

COLMA

PLANNING Construction is now underway on the transit village and streetscape improvements on the east side of the station that were designed in part through MTC's Transportation for Livable Communities planning program. The Town of Colma has also partnered with Daly City on a 2004 MTC TLC capital application that includes traffic calming on Mission Street near the BART station.

DEVELOPMENT A 144-unit development adjacent to the Mike Nevin pedestrian staircase linking the Colma Station to the El Camino Real is under construction, and, when complete in 2004, will complement the newly opened 30-unit El Camino Village housing project to the north. A large multi-family housing project north of the station was complete in 2002.

ACCESS IMPROVEMENTS With the opening of the SFO Extension in 2003, charges for all station parking at Colma were initiated, including reserve parking offered at a higher price. Colma is one of four stations in the Carpool Demonstration Program, where carpool and midday spaces were combined. If the carpool parking spaces are not filled by 10 am, those spaces can be used by non-carpool drivers. New signs, new permits and a new marketing campaign will be aimed at increasing the utilization of parking spaces. RIDES will assist in promoting this new program at a regional level. The District continues to support electric vehicles at Colma with two spaces reserved for electric vehicles.

REINVESTMENT This station is scheduled to have new, energy efficient lighting fixtures and lamps installed throughout the surface parking lot, the parking garage, and the station itself in 2005, as part of ongoing station renovation program activities. This station has already had upgraded replacement, ADA-compliant platform edge tiles installed.

CONCORD

PLANNING The Concord BART Station will be the subject of a Comprehensive Station Plan (CSP) scheduled to begin in 2005.

DEVELOPMENT In 1999, BART received a capital grant from MTC's Transportation for Livable Communities (TLC) program to implement specific station access improvements, with the City and BART providing matching funding and the City providing long-term maintenance. Construction on access improvements began in the summer 2001 and was completed in November 2001.

The City of Concord adopted a Strategic Plan in January 2001 to guide future development. At that time, the City requested that BART offer its Concord Station property to the private sector for residential/retail development. In February 2002 an RFQ/RFP for housing development was released by BART with the City's participation. Only one proposal was received from the development community and after meeting with the developer, BART and the City decided not to pursue the submitted proposal. BART and the City will continue to monitor real estate activity.

Within walking distance to BART, a 259-unit luxury apartment project has been completed by Legacy Partners, a real estate development company based in Foster City, California. The City has also entered into negotiations with the Olson Company for for-sale housing on property adjacent to the Legacy project. Also within walking distance, the Concord Skate Park was completed by the City in January 2003, on BART land leased to the City.

ACCESS IMPROVEMENTS BART staff is currently installing 32 additional new bike racks / lockers at this station.

REINVESTMENT This station is having new, energy efficient lighting fixtures and lamps installed throughout the station itself in 2004 and throughout the surface parking lot and parking garage in 2005. These projects are part of ongoing station renovation activities. This station had upgraded replacement, ADA-compliant platform edge tiles installed in early 2004.

DALY CITY

PLANNING A BART Access Plan was completed for Daly City Station in December 2002. The plan includes recommendations to improve pedestrian, bike and bus connections from both Daly City and San Francisco. Staff continues to explore opportunities to fund key recommendations.

DEVELOPMENT Pacific Plaza, a private development including a hotel, theater, and 600,000 square feet of office space was recently completed adjacent to BART's surface parking lot. In addition, the Emerald Fund

completed a 370-unit mixed-use project across the freeway in San Francisco with a pedestrian link to the BART station via St. Charles.

ACCESS IMPROVEMENTS To improve access to the station two large advertising billboards were removed from the entranceways and several large cobble-stone decorative planters were removed to increase the sidewalk width and provided space under the cover of the track way where customers can now comfortably wait for the bus. In 2003, seventeen new bike racks were installed and the old-style, gray, plastic bike lockers were replaced with new see-through metal electronic "Club" style lockers as part of a test to increase bike locker capacity and safety at BART. In addition, a new sidewalk was recently constructed on the overpass between the BART station and Westlake Village, offering pedestrians access over the freeway to BART from the west for the first time.

In January 2003, the BART Board approved a program to charge for daily parking and expand the monthly reserved parking at Daly City Station. This is consistent with other West Bay Extension Stations and went into effect with the opening of the extension to San Francisco International Airport.

REINVESTMENT This station had the station canopy re-roofed in 2003. This station is also scheduled to have new, energy efficient lighting fixtures and lamps installed within the station itself in 2004 and throughout the surface parking lot and parking garage in 2005. These projects are part of ongoing station renovation program activities. This station has had upgraded replacement, ADA-compliant platform edge tiles installed.

CAPACITY IMPROVEMENTS The Daly City Station was studied in 2004 to analyze the critical areas of platform capacity, vertical circulation (stairs/escalators) capacity, and faregate capacity. Specific proposals for capacity increasing projects at this station will be incorporated in the Capacity Plan section of the station's future Comprehensive Station Plan.

DUBLIN / PLEASANTON

PLANNING The Alameda County Surplus Property Authority, (the Authority), has been working with BART and the City of Dublin in preparing a master plan for their Dublin Transit Center. The EIR for the proposed transit-oriented high density mixed-use development was approved by the City in late 2002.

DEVELOPMENT The BART Board approved a property exchange and development agreement with the Authority to enable BART to secure additional temporary and permanent parking and for the Authority to develop a high-density transit-oriented mixed-use development on the combined property on the north (Dublin) side of the station. The Authority, with the assistance of BART staff, has been successful in securing the grant funds needed to complete the public funding portion of the finance package in

order to construct a garage. The Authority is attempting to secure private 'matching' funds, via a residential housing or other major developer, such as a large enough land payment to assist in the financing of the remainder of the garage. Despite the current weakness in the commercial office market, the Authority has proceeded by advancing $500,000 to fund the initial design work for the BART garage.

The Authority's initial development plans for the Transit Center called for 2 million square feet of commercial office space, 1,500 residential units, a hotel and with complementary transit/pedestrian oriented retail and restaurant opportunities.

ACCESS IMPROVEMENTS The Station Access Plan completed in August 2002 examined the pedestrian improvements proposed in the development plan, the new garage, and the link to the Iron Horse Trail. MTC's Regional Express Bus Program includes improved I-580 service. Phase Two of the Station Sign Evaluation Study has been completed at this station.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed in the station parking lot in 2002 and is scheduled to have the same installed within the station itself in 2005, as part of ongoing station renovation program activities. This station has had upgraded, ADA-compliant platform edge tiles installed.

EL CERRITO DEL NORTE

PLANNING The El Cerritto Del Norte BART Station is currently the subject of an ongoing Comprehensive Station Plan (CSP) scheduled for completion in the summer of 2004.

The City has recently developed a set of Design Guidelines for the Del Norte area, including the BART station property. Draft guidelines call for a "transit + village" approach, recognizing that Del Norte BART is a regional transportation hub as well as accommodating the community's desire for development on a walkable scale. These guidelines are currently being considered for adoption by the City Council. Design concepts for the BART station area development (discussed below) is consistent with these draft guidelines.

DEVELOPMENT In the fall of 2001, BART's developer (CFC Partners, Inc.) redefined a private development project for the BART station property. With City Council concurrence, CFC Partners then conducted a series of community workshops, with the final workshop being held at a City Council work session. As a result of the workshops, in November 2002, the BART Board authorized an enlargement of CFC Partners' area under an Exclusive Negotiating Agreement (ENA) to pursue the community supported development concept. The City then authorized exclusive negotiations with BART's developer for property the City controls adjacent to the BART

station. CFC Partners subsequently selected Shea Properties as a potential joint venture partner. However, Shea Properties, after conducting a 75-day due diligence assessment authorized by the City Council, decided not to pursue the project. City and BART staff have terminated their negotiating agreements with CFC Partners, Inc., and will meet to determine next steps in the process.

ACCESS IMPROVEMENTS Vallejo Transit and the Western Contra Costa Transit Authority (WestCAT) have received funding through MTC's Regional Express Bus Program for increased peak hour service from Solano County and Martinez to the El Cerrito del Norte station.

In addition, new carpool program signs were installed at the station and a new permit system and marketing campaign also will be launched to increase use of carpool parking spaces. RIDES for Bay Area Commuters will assist in promoting this new program at a regional level.

BART staff has completed installation of 136 additional new bike racks/lockers at this station.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed throughout the parking garage in 2002 and is scheduled to have the same installed within the station itself and throughout the surface parking lot in 2005. This station also had the parking lot surface rehabilitated in 2003. This station is scheduled to have upgraded replacement, ADA-compliant platform edge tiles installed pending the receipt of grant funds. These projects are all part of ongoing station renovation program activities. Included in the parking lot rehabilitation is repair and resurfacing of the lot, as well as the re-striping and renumbering of the stalls, and the replacement of pavement markings with long life thermoplastic markings. Lots are also realigned to maximize space utilization and to support the District's new Long-Term Parking Program.

EL CERRITO PLAZA

PLANNING This station is scheduled to have a Comprehensive Station Plan conducted in 2005. One component of that CSP, a station capacity plan, is currently being prepared for the El Cerrito Plaza Station. The capacity plan will consider vertical circulation, platform space, emergency egress, automatic fare collection facilities, and other key issues in light of projected increases in ridership. This station capacity component has been scheduled for completion in late summer 2004.

BART is supporting the City of El Cerrito in its effort to design and build a parking garage adjacent to the Ohlone Greenway in the El Cerrito Shopping Center. This garage, which is funded with Measure C funds, will have 400 parking spaces reserved for BART patrons each weekday.

The City of El Cerrito is currently implementing pedestrian and streetscape improvements on Fairmount Avenue and the Ohlone Greenway, both of which provide pedestrian and bicycle access to El Cerrito Plaza Station. These improvements were identified in the Fairmount Avenue Streetscape Design, which was funded by a grant from the MTC's Transportation for Livable Communities program.

ACCESS IMPROVEMENTS Similar to the El Cerrito del Norte station, the El Cerrito Plaza Station had new carpool program signs installed and a new permit system and marketing campaign launched to increase use of carpool parking spaces. RIDES will assist in promoting this new program at the regional level.

El Cerrito Plaza is one of four stations in the Carpool Demonstration Program, where carpool and midday spaces were combined. If the carpool parking spaces are not filled by 10am, then those spaces can be used by non-carpool drivers.

In addition, 84 additional new bike racks/lockers are scheduled for installation.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed throughout the parking lot in 2003 and is scheduled to have them installed within the station itself in 2004. This station also had the parking lot surface rehabilitated in 2003. This station will have upgraded replacement, ADA-compliant platform edge tiles installed, pending the receipt of grant funds. These projects are part of ongoing station renovation program activities. Included in the parking lot rehabilitation is repair and resurfacing of the lot, as well as the re-striping and renumbering of the stalls, and the replacement of pavement markings with long life thermoplastic markings. Lots are also realigned to maximize space utilization and to support the District's new Long-Term Parking Program.

EMBARCADERO

PLANNING The Embarcadero BART Station is currently the subject of an ongoing Comprehensive Station Plan (CSP) scheduled for completion in the summer of 2004. Embarcadero Station Access Plan was completed in 2002. It is being enhanced and updated through community outreach program in Chinatown, which is funded through an Environmental Justice Grant from Caltrans and will be completed in Summer 2004. The CSP for Embarcadero Station, will combine the results of the station's Access Plan, its Capacity Plan (see Station Capacity Study below) and a Station Area Plan.

The proposal for a new Transbay Terminal project, including an underground connection to BART, linking to either Montgomery Station or Embarcadero Station, may be eligible for Proposition K, transportation sales tax funds.

BART participated in the Market Street Study managed by the SFCTA that includes numerous recommendations for improved bicycle and transit access, signage, and circulation.

ACCESS IMPROVEMENTS Construction of the 150 space attended bike station was recently completed. Operation, funded for one year, began in May 2003. The selected contractor has experience in retail and is interested in implementing services to generate revenue in order to offset the costs of operation. Efforts are ongoing to find further operating funds. As part of the bicycle signage project, signage is being developed for the Embarcadero Bicycle Station and is expected to be installed in mid-2004.

As a part of the "Art at BART" program, the bike station includes bike mural panels as part of the design and structure of the facility.

The San Francisco County Transportation Authority completed its Market Street Study in 2003, calling for improved transit, pedestrian and bicycle access that will connect with BART stations. Many of the recommendations in this study are eligible for Proposition K funding.

This station will have new, ADA-compliant platform edge tiles installed, pending the receipt of grant funds. New faregates are proposed that allow direct access between the Muni Metro and BART stations at Embarcadero. These faregates are eligible for funding from Proposition K and from the increase to the Bay Area's bridge tolls approved by the voters in March 2004 via Regional Measure 2.

REINVESTMENT This station is scheduled to have new, energy efficient lighting fixtures and lamps installed inside the station in 2005, as part of ongoing station renovation program activities. This station will also have upgraded replacement, ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

CAPACITY IMPROVEMENTS The Embarcadero Station was studied in 2003 as a "Downtown Subway" station prototype to define Safety Criteria and Passenger Service Criteria. These criteria are used to analyze the critical areas of platform capacity, vertical circulation (stairs/escalators) capacity, and faregate capacity. Specific proposals for the Embarcadero Station in the arena of capacity increasing projects will be incorporated in the Capacity Plan section of the Comprehensive Station Plan.

FREMONT

PLANNING A City of Fremont downtown study has been completed which identifies a development vision, which includes housing near the BART station, mixed use retail/entertainment at the "hub" at the west end, and a high-density office and medical core in between.

DEVELOPMENT Fremont's first "Smart Transit" project, Benton at Civic Center (322 apartments, 18 lofts and 15,000 square feet of commercial space) was constructed adjacent to the BART station. The project opened in 2003. The Fremont station area market continues to remain strong for high-density transit-oriented housing while the current opportunities for commercial office have diminished.

ACCESS IMPROVEMENTS At Fremont there are several spaces reserved for electric rental vehicles available through the Hertz station car program. At this time the number of spaces appears to be consistent with customer demand.

Staff partnered with the City and installed new station pathfinder signs that will improve customers' ability to locate the BART station. Forty-eight new bike racks have been installed.

REINVESTMENT This station is scheduled to have upgraded replacement, ADA-compliant platform edge tiles installed in 2004.

FRUITVALE

PLANNING *Fruitvale Alive! Fruitvale District Community Transportation Plan*: The City of Oakland in partnership with the Unity Council received an Environmental Justice Grant from Caltrans to develop a transportation master plan for the Fruitvale Corridor. BART will be participating in the project to identify opportunities for making access improvements to the Fruitvale BART Station. The project is scheduled to begin in Fall 2004 and be completed in Fall 2005.

DEVELOPMENT The Fruitvale BART Transit Village is a mixed-use development that strives to enhance and stabilize economic revitalization effort for the Fruitvale community, initiated by the Spanish Speaking Unity Council (Unity Council). The development process, spearheaded by the Fruitvale Development Corporation (FDC, a support corporation for the Unity Council), has brought together an extensive public-private partnership, including BART, the City of Oakland, La Clinica de la Raza and other public-private partners. More information on the plans for the transit village can be viewed at www.unitycouncil.org/html/ftv.html.

The transit village is a mixed-use development being built on up to 24 acres of land surrounding the BART Station, including the 10.43-acre BART surface parking lots. Construction on a portion of the BART site began in January 2002. The village plan centers upon a pedestrian plaza that will serve as a stage for the Fruitvale District's rich ethnic diversity, provide public space for cultural activities and create a vital link from the BART station to the neighborhood surrounding it. The Village will include housing and community services such as a health care clinic, city branch library, senior center and daycare along with retail and office uses. The retail uses

are designed to attract both local residents and visitors with general shopping complemented by a whole array of ethnic specialty shops and services. Phase 1 of the project was completed in early 2004.

In the Fall of 2002, BART began construction on a 5-level parking garage for BART patrons that will replace parking being displaced by the transit village construction. A letter of credit was issued by the Fruitvale Development Corporation to BART to assist in the financing of the 5th level of the garage. The garage was open to the public in late April 2004.

An exclusive negotiation agreement for Phase Two of the Transit Village was authorized by the BART Board. The Fruitvale Development Corporation and the City of Oakland are pursuing Caltrans Environmental Justice Grant funds for concept planning activities related to Phase Two of the project. Phase Two will be primarily housing, built on the remaining surface parking lots between 35th and 37th Avenues.

ACCESS IMPROVEMENTS BART, FDC and the City of Oakland have secured two grants to fund design, construction and operation of an attended bike station facility that will be located within the transit village and that will house over 230 bicycles. Construction is substantially complete and will be finalized in February 2004. FDC will be issuing an RFP for operation of the facility and expects to open in April 2004. A total of 105 new bike racks have been installed, though some subsequently had to be removed due to construction of the Village. Staff has also been coordinating bicycle and pedestrian circulation improvements related to construction of the new parking garage.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed in the station parking lot in 2003. This station is scheduled to have energy efficient lighting fixtures and lamps installed inside the station, as well, in 2004. This station had upgraded replacement, ADA-compliant platform edge tiles installed in 2004. These projects are part of ongoing station renovation program activities.

GLEN PARK

PLANNING The Glen Park BART Station will be the subject of a Comprehensive Station Plan (CSP) scheduled to begin in 2005.

In 2003, the Planning Department of the City of San Francisco, in partnership with BART and the San Francisco Public Library completed a Draft Glen Park Community Plan Summary, funded by a Caltrans Community Planning grant. This Plan was developed over a week long community design charrette, and provides preliminary recommendations regarding development on the BART parking lot and on a large parcel on Diamond Street across from the station. The plan also recommends development of an intermodal transfer center at the BART station, changes

in MUNI routes, and other changes in the roadway network around the station.

ACCESS IMPROVEMENTS BART has been partnering with City Car Share since 2002 by providing space for three City Car Share Vehicles in the BART parking lot.

BART constructed a new ADA van drop-off on Diamond Street and redesigned ADA parking spaces in the parking lot in 2003.

REINVESTMENT This station is scheduled to have new, energy efficient lighting fixtures and lamps installed throughout the parking lot and the station itself in 2005, as part of ongoing station renovation program activities. This station will have upgraded replacement, ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

CAPACITY IMPROVEMENTS The Glen Park Station was studied in 2004 to analyze the critical areas of platform capacity, vertical circulation (stairs/escalators) capacity, and faregate capacity. Specific proposals for capacity increasing projects at this station will be incorporated in the Capacity Plan section of the station's future Comprehensive Station Plan.

HAYWARD

PLANNING The City of Hayward and its Redevelopment Agency continue efforts focused on downtown revitalization and implementation of the recent Cannery Plan. New affordable housing projects are also being developed as part of the City's updated Housing Element.

The Cannery Area Concept Plan, a long-range plan for transit-oriented development within a 120-acre area immediately to the west of the BART station. The plan establishes a framework for the transformation of an older industrial area into a new transit-oriented community to attract residents and employees using BART and the existing Amtrak station.

The Council wants to enter into an exclusive negotiating contract with a developer to build on a 71-acre site up to 656 residential units, 67,000 square feet of live-work space, the school and park expansions with a pedestrian overpass connecting Cannery Park with Centennial Park to the west of the railroad tracks. The Council stipulated that 98 of the 656 housing units would be set aside at less expensive rental or purchase rates for low- and very low-income families. The City is currently seeking proposals from potential developers and anticipates selection during the 2002-2003 winter.

DEVELOPMENT The City and BART collaborated on a joint station area development program, which included a multi-phased set of property, exchanges. This strategic alliance resulted in the construction of a new 5 story award winning City Hall, a two story City owned parking garage with

320 parking spaces (engineered for one additional level) fronted by 18,000 square feet of retail, a pedestrian promenade connecting the BART Station to the civic center and retail corridor, 160 for sale housing units, a 65,000 square foot Albertson's/Savon supermarket, an expanded and a redesigned intermodal/kiss-ride area including a Greyhound ticket office. Additionally, BART retained ownership of a vacant city block across from the BART Station that is available for future development opportunities.

Recently, an additional 18,000 square feet of food and beverage retail and 283 for sale transit-oriented housing units have been constructed within a ¼-mile of the station. Currently the City is negotiating to have a six screen Century movie theatre and Cost Plus World Markets retail development at the site previously occupied by the former Lucky's Supermarket 3 1/2 blocks east of the BART Station on B Street.

An access agreement was also negotiated with the developer of a new 192 unit market rate apartment complex adjacent to the parking garage on the west side of the station, which provides direct pedestrian access from the development to the station.

REINVESTMENT This station was painted in 2003 and is scheduled to have the station canopy re-roofed in 2004. This station is also having new, energy efficient lighting fixtures and lamps installed throughout the surface parking lot and parking garage in 2005. This station has had upgraded replacement, ADA-compliant platform edge tiles installed. All of these activities are part of ongoing station renovation programs.

HERCULES PARK-AND-RIDE

PLANNING The Contra Costa – Solano I-80 Rail Feasibility Study, completed in June 2003, explored the possibility of passenger rail from Richmond BART to the I-80/State Route 4 interchange in Hercules. The study was not specific as to station location. Future rail would not be precluded by the property exchange described below.

DEVELOPMENT In August 2000, BART executed a Board-authorized Memorandum of Understanding (MOU) with the City of Hercules to consider a property exchange. The City is interested in having private development on BART's property immediately west of I-80 and south of SR 4. The City has acquired land immediately east of I-80, and has initiated an effort to secure a master developer for both BART's property and City property. Subsequent to the property acquisition, the City has requested an option agreement to effectuate the property exchange.

ACCESS IMPROVEMENTS This park-and-ride lot continues to provide significant benefit to BART customers as a location to access transit connections to the Del Norte Station and carpool connection.

The West Contra Costa Transit Authority (WestCAT) and the City of Hercules have proposed to pay for minor modifications to this lot to accommodate casual carpooling without affecting transit access and parking.

LAFAYETTE

PLANNING The City of Lafayette has also begun a General Plan update where they will be looking at long-term land use policy for the property near the BART station.

DEVELOPMENT Adjacent to the Lafayette BART station, the "Small Town Downtown" project, a mixed used development featuring housing, retail, and office space, will soon enter its final phase with construction of retail and office buildings. Currently, the property is used as a fee-based subscription parking for BART patrons. As the site moves into the development phase, the City will be searching for a suitable site for replacement parking.

ACCESS IMPROVEMENTS BART and City of Lafayette staff have worked together to design a pedestrian access improvement that strengthens the connection between the south side of the station and downtown Lafayette. The project, funded by a Contra Costa Transportation Authority programmed Federal Enhancements grant, will enter into construction this year. The total project cost is estimated to be $338,000 with BART and the City of Lafayette splitting the 20% local match requirement.

The City of Lafayette leases 35 parking spaces to BART riders at a lot near the station on Mt. Diablo Blvd. The City raised the monthly charge for these spaces to $60. Parking charges on streets adjacent to the station were also raised from $3 to $5 per day.

REINVESTMENT This station had the parking lot surface rehabilitated in 2003. Included in the parking lot rehabilitation is repair and resurfacing of the lot, as well as the re-striping and renumbering of the stalls, and the replacement of pavement markings with long life thermoplastic markings. Lots are also realigned to maximize space utilization and to support the District's new Long-Term Parking Program. This station is also scheduled to have new, energy efficient lighting fixtures and lamps installed inside the station in 2005. This station has had upgraded replacement, ADA-compliant platform edge tiles installed. These projects are part of ongoing station renovation program activities.

LAKE MERRITT

PLANNING *Access Planning and Environmental Justice Outreach:* In 2002/2003, BART successfully secured an Environmental Justice Grant from Caltrans to conduct targeted outreach in the City of Oakland Chinatown community to examine their particular access needs and issues related to

using the BART system. In partnership with the City of Oakland, over 1,000 surveys and 5 focus groups were administered last year. Findings from the outreach has been used to inform the City of Oakland's Chinatown Transportation Plan and BART's Lake Merritt Access Plan which will be completed this Fall. Based on input from community and agency partners, one specific access recommendation - provide bi-lingual BART directional and destination signs – is being further developed. By the end of this year, the design of the signs will be completed and sign locations identified. Implementation will be subject to the acceptance of Transportation for Livable Communities (TLC) grant application which was submitted by the City of Oakland this year.

Comprehensive Station Area Planning: In 2003/2004, BART obtained a Community-Based Transportation Planning Grant from Caltrans to develop visions for development and conduct surveys to inform access planning at select BART stations. The Lake Merritt BART Station was one of the stations to be selected because a series of recent events has heightened development interest: the BART board decided to vacate BART's headquarters building; the community and City Councilmember Danny Wan (through the Environmental Justice Outreach planning effort) expressed strong interest in improving Madison Square Park; and lastly, the City of Oakland newly formed the Central City East Redevelopment Plan which includes the Lake Merritt BART Station. The comprehensive station area planning effort will begin in the fall of 2004 and be completed by the end of next year.

DEVELOPMENT In 2000, the City of Oakland requested that BART offer its parking lot at the Lake Merritt Station for high density housing. Compliance with the City request is on hold pending discussions between BART and Laney College. One concept being considered is to shift BART's parking to Laney College property to enable development to occur on BART's land.

ACCESS IMPROVEMENTS Thirty-six net new bike racks are currently being installed. The old style, gray, plastic, bike lockers were replaced with 32 new see-through metal electronic "Club" style lockers as part of a test to increase bike locker capacity and safety at BART.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed within the station in 2002, and is scheduled to have new, energy efficient lighting fixtures and lamps installed throughout the parking lot in 2003, as part of ongoing station renovation programs. This station is also slated to have upgraded replacement, ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

MACARTHUR

PLANNING The MacArthur BART Station will be the subject of a Comprehensive Station Plan (CSP) scheduled to begin in 2005.

MacArthur BART Station Westside Pedestrian Enhancement Project: In 2002/2003, the City of Oakland and BART received a Caltrans Environmental Justice Grant to explore alternatives for improving pedestrian access from neighborhoods located west of the freeway to the BART station. Recommendations have been developed with input from the MacArthur BART Station community and the project was completed in Spring 2004. The City of Oakland has applied for capital funding to implement the recommendations.

DEVELOPMENT The City of Oakland, BART and the MacArthur Citizens Planning Committee (CPC) have been working in partnership since 1993 to develop the MacArthur BART station area into a safe, vibrant, pedestrian-scale mixed-use transit village. A major goal of the partnership is to mend the community split in two by the freeway's infrastructure through a comprehensive development effort. This effort includes complete redevelopment of the east parking lot, enhancements to 40th Street adjacent to the station and crossing under Interstate 980, and infill development and streetscape improvements along Martin Luther King, Jr. Way.

In the Summer of 2003, BART and the City of Oakland terminated exclusive negotiations with Creative Housing Associates and each agency received authorization to issue a new private development solicitation. The Request for Proposals was prepared and released in late summer and five proposals were received. An evaluation committee comprised of BART staff, City staff and community representatives has been established to identify a preferred development team. In addition, in August 2003, the BART Board authorized exclusive negotiations for a mixed use project with a property owner adjacent to BART's property at the corner of 40th Street and Martin Luther King, Jr. Way.

The City of Oakland has secured $500,000 in Alameda County Congestion Management Agency grant funds to conduct the EIR/EIS process and for schematic designs of the BART garage and other public infrastructure as part of any transit oriented development proposed on the east side of the station. An environmental consultant has been retained by the City to conduct this effort. Next steps include environmental analysis, fiscal analysis, evaluation of development alternatives, and public-private financing arrangements.

As part of the "Art at BART" program, and in conjunction with the elevator work at the station (see below), artist Mark Adams has created new murals for station walls. The art installation was completed in winter 2002-2003 and was honored along with the inauguration of the elevators at a ceremony conducted in June 2003. In addition, the bike improvements made at the station have been color coded to complement the art.

ACCESS IMPROVEMENTS The District completed two new platform elevators at the MacArthur Station. This project addressed accessibility issues at the station and improved elevator operations and reliability. The project was

completed in April 2003. Seventy new bike racks and 12 lockers have been installed.

REINVESTMENT This station had the station canopy re-roofed in 2002 and is scheduled to have new, energy efficient lighting fixtures and lamps installed throughout the station itself in 2004 and the parking lot in 2005, as part of ongoing station renovation program activities. This station has also had upgraded replacement, ADA-compliant platform edge tiles installed.

MILLBRAE

DEVELOPMENT The station opened in June 2003. A Specific Plan was adopted and environmentally cleared by City that promotes transit-oriented development at and around the station. There is significant private sector interest in BART property at the station. BART has initiated discussions with SamTrans (per Comprehensive Agreement) and the City to address joint development opportunity and devise a course of action.

ACCESS IMPROVEMENTS This station offers direct access to Caltrain and SFO, and after eight months of operation in 2003, was subject to some service and schedule changes in February 2004. The District has prepared a cost estimate for a project to install "Talking Signs" at the Millbrae Station. Funding has not yet been identified. Daily parking charges, which apply to all parking spaces at the Millbrae Station, were reduced to stimulate ridership in January 2004, and parking time limits were relaxed to allow longer-than-24-hour weekend use of the garage. A monthly reserved parking program is available as an additional parking option.

MONTGOMERY STREET

PLANNING The proposal for a new Transbay Terminal project includes a connection to BART, either at the Montgomery or Embarcadero Stations. Due to the impending retrofit needs this station is also being considered for the next round of BART Comprehensive Station Plans.

BART participated in the Market Street Study, managed by the San Francisco County Transportation Authority (SFCTA), that includes numerous recommendations for improved bicycle and transit access, signage and circulation.

ACCESS IMPROVEMENTS The SFCTA completed its Market Street Study in 2003, calling for improved transit, pedestrian and bike access that will connect with BART stations. Many of the recommendations in this study are eligible for Proposition K, transportation sales tax funding.

The District is scheduled to receive state funding to install "Talking Signs" at Montgomery Station in 2008.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed within the station in 2004 and was painted in 2003, as part of ongoing station renovation programs. This station will have upgraded replacement, ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

NORTH BERKELEY

PLANNING The City of Berkeley is working with neighborhood residents in efforts to increase safe access to BART. A major citywide initiative to create bicycle boulevards now provides direct access routes to the North Berkeley BART Station.

ACCESS IMPROVEMENTS Currently, 114 new bike racks have been installed.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed throughout the station parking lot in 2003 and is scheduled to have energy efficient lighting fixtures and lamps installed within the station itself in 2004, as part of ongoing station renovation program activities. This station will have upgraded replacement, ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

NORTH CONCORD / MARTINEZ

PLANNING The North Concord/Martinez BART Station will be the subject of a Comprehensive Station Plan (CSP) scheduled to begin in 2005.

This station is significantly underutilized, with the lowest average daily ridership in the system. As part of the Pleasant Hill Station Comprehensive Plan effort, the concept of increasing train service to this station to induce more passengers was explored. Additional train frequency to service the North Concord Station was put into place during 2003. To date ridership figures remain quite low.

ACCESS IMPROVEMENTS Thirty additional new bike racks / lockers were installed.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed throughout the station parking lot in 2003 and is scheduled to have the same installed within the station itself in 2005. This station has also had upgraded replacement, ADA-compliant platform edge tiles installed. These projects are part of ongoing station renovation program activities.

ORINDA

PLANNING The City of Orinda is currently considering a range of affordable housing development opportunities near the station. BART has provided

transit-oriented development case studies and information incorporated into City Council and Planning Commission workshops and presentations led by the Local Government Commission in an effort to assist with the definition of new development models for the area.

ACCESS IMPROVEMENTS The City of Orinda has recently initiated a series of pedestrian safety improvements focused on routes between the BART station and downtown Orinda.

BART staff completed installation of 26 new bike racks/lockers; 32 old racks have been removed. In addition, six of BART's new "Club" style, metal see-through bicycle lockers have been installed at the station.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed throughout the station parking lot in 2003. This station is also scheduled to have the station canopy re-roofed in 2004 and the parking lot re-paved in 2005. This station will have upgraded replacement, ADA-compliant platform edge tiles installed, pending the receipt of grant funds. These projects are all part of ongoing station renovation program activities.

PITTSBURG / BAY POINT

PLANNING Since 1996 BART has been collaborating with the City of Pittsburg and Contra Costa County on the creation of a transit-oriented development Specific Plan for the Pittsburg/Bay Point BART Station.

In June 2002, the Contra Costa County Board of Supervisors certified the environmental document, selected the staff recommendation, adopted appropriate zoning and land use designations, and filed a Notice of Determination. It is anticipated that the City of Pittsburg will make similar findings in the near future.

BART and CCTA completed a feasibility study in 2003 that looked at a rapid transit extension eastward from Pittsburg/Bay Point to Byron. The study recommended the development of a system that utilized a diesel light rail technology operating on an existing freight right-of-way. Once funding is secured, BART will initiate Preliminary Engineering and Environmental Review of the project. Money for the project, known as eBART, is included in the county sales tax measure and Regional Measure 2 (Bridge Toll increase).

DEVELOPMENT BART is pursuing acquisition of 3.45-acres for surface parking adjacent to the existing parking lot. Grant funds have been secured to acquire the property and construct a surface parking lot, and the BART Board environmentally cleared the surface parking development in May 2002. Negotiations with the property's owners are on-going.

ACCESS IMPROVEMENTS The Eastern Contra Costa Transit Authority (Tri-Delta) has received funding through MTC's Regional Express Bus Program to

increase service along State Route 4 from Brentwood to the Pittsburg/Bay Point station.

Staff, in partnership with Contra Costa County and City of Pittsburg, completed installation of a station pathfinder sign project at the Pittsburg/Bay Point Station.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed throughout the station parking lot in 2003 and is scheduled to have the same installed within the station itself in 2005, as part of ongoing station renovation program activities. This station has had upgraded replacement, ADA-compliant platform edge tiles installed.

PLEASANT HILL

PLANNING Pleasant Hill is one of three Comprehensive Station Plans (CSP) completed by BART in August 2002.

The CSP defines BART's short and long term improvement needs for the station itself. Access and internal station function were emphasized in this effort. The CSP focused a multi-departmental team on safety, vertical circulation, platform adequacy, queuing, and boundaries of the paid area, among other things.

The County Redevelopment Agency, together with BART, is currently involved in a planning process to improve pedestrian and bicycle access to the station by linking communities in Concord through a new multi-use path. The study, funded by MTC Transportation for Livable Communities grant, is seeking to build consensus on the most appropriate alignment for a pedestrian path.

DEVELOPMENT A long and intensive process is leading to the introduction of a new transit community at this station. The Pleasant Hill BART Station Community Plan proposes five blocks of pedestrian-oriented streets that connect the station with surrounding neighborhoods. Proposed elements include residential units (rental and for sale), office, storefront retail, and public building space as well as connections to the Iron Horse Trail.

In August 2003, the BART Board authorized creation of a Joint Powers Authority between BART, Contra Costa County and the County's Redevelopment Agency. The JPA will be responsible for negotiating a long-term ground lease and development agreement with Millennium Partners to implement the charrette results. The BART Board also authorized both a long-term lease of all BART property and the sale of up to 2.5 acres for for-sale housing to the JPA at their August meeting.

ACCESS IMPROVEMENTS BART staff also completed installation of 241 additional new bike racks/lockers and a new bike facility is included in the design for the proposed station development project.

The removal of temporary parking spaces located on the Iron Horse Trail took place in June 2004. As an interim action to enable the Iron Horse Trail parking to be removed before the spaces could be replaced in the project to be built by Millenium Partners on BART land, the County acquired property at the former Las Juntas Swim Club. Although the land was purchased for affordable housing, the County agreed to create a temporary surface parking lot to accommodate approximately 190 vehicles. In March 2003, the BART Board agreed to have BART maintain and operate the temporary parking lot.

The Livermore-Amador Valley Transit Authority (LAVTA) received funding through MTC's Regional Express Bus Program to provide additional peak-hour service from Pleasant Hill BART to the Dublin/Pleasanton BART station and the Hacienda Business Park. LAVTA is also proposing to provide Next-Bus, real-time bus arrival monitors, at this station.

Pleasant Hill is one of four stations in the Carpool Demonstration Program, where carpool and midday spaces were combined. New signs, a new permit system and marketing campaign also will be launched to increase use of carpool parking spaces. RIDES for Bay Area Commuters will assist in promoting this new program at a regional level. If the carpool parking spaces are not filled by 10am, then those spaces can be used by non-carpool drivers.

REINVESTMENT This station is scheduled to have the platform canopies re-roofed in late 2005, as part of ongoing station renovation program activities. Upgraded replacement, ADA-compliant platform edge tiles were installed in 2004.

POWELL STREET

PLANNING The Powell Street BART Station will be the subject of a Comprehensive Station Plan (CSP) scheduled to begin in 2005.

Improvements to Powell Street Station are included as part of the San Francisco Redevelopment Agency's Mid-Market Plan. This includes an effort underway in 2003 to plan for improvements to Hallidie Plaza with funds from the soon-to-open Bloomingdale's at San Francisco Center.

BART participated in the Market Street Study managed by the SFCTA that includes numerous recommendations for improved bicycle and transit access, signage and circulation

DEVELOPMENT BART is negotiating special entrance agreements with Forest City Development for a Bloomingdale entrance and with Millennium Partners and San Francisco Redevelopment Agency to open a tunnel from the

station to Yerba Buena Center. The Four Seasons high-rise tower, containing 150 housing units, 100 long-term hotel suites and 250 hotel rooms, is directly adjacent to the Station and opened in 2002.

New construction is underway at the adjacent Mexican Museum and the Jewish Museum, which will connect to a tunnel from the station and to the Yerba Buena Center pedestrian walkway.

ACCESS IMPROVEMENTS The District is currently scheduled to receive state funding to install "Talking Signs" at Powell Station in 2008.

REINVESTMENT This station was painted in 2003 and is scheduled to have new, energy efficient lighting fixtures and lamps installed inside the station in 2005, as part of ongoing station renovation program activities. This station will have upgraded replacement, ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

CAPACITY IMPROVEMENTS The Powell Station was studied in 2004 to analyze the critical areas of platform capacity, vertical circulation (stairs/escalators) capacity, and faregate capacity. Specific proposals for capacity increasing projects at this station will be incorporated in the Capacity Plan section of the station's future Comprehensive Station Plan.

RICHMOND

PLANNING The Richmond BART Station is currently the subject of an ongoing Comprehensive Station Plan (CSP) scheduled for completion in the summer of 2004.

In 2003, BART, the West Contra Costa Transportation Advisory Committee (WCCTAC), the Solano Transportation Authority, MTC, and CCTA conducted a study of potential rail extensions from the Richmond BART Station north to the City of Hercules. The Contra Costa – Solano I-80 Rail Study evaluated potential rail alternatives including increasing commuter rail service on the Capital Corridor line, and operating diesel-multiple unit (DMU) trains in existing railroad rights-of-way along the I-80 corridor. The study, which was completed in June, 2003, recommended adding commuter rail service from Sacramento to the Bay Area, and pursuing additional studies on the DMU service option.

In conjunction with the North Richmond Neighborhood House, a local community-based organization, BART conducted an outreach project evaluating residents' use of the Richmond BART Station. This project was funded through a Caltrans Environmental Justice Grant awarded to BART to conduct community-based planning efforts in three low-income neighborhoods in order to expand access to the BART system. Findings from this study were incorporated into the 2004 CSP.

DEVELOPMENT In April 1999, the BART Board and Richmond City Council authorized exclusive negotiations with the Olson Company for a mixed-use development project at the Richmond BART Station. The Richmond Transit Village Project will consist of for-sale housing, retail and a cultural arts facility. The plan's proposed parking facility would consist of one floor as designated long-term paid parking. In addition, a new intermodal AC Transit/Amtrak/BART station will be constructed at grade, as part of the transit village. This intermodal station will lead into the existing underground BART Station. A Development Agreement was approved in April 2002 between BART, the City and the Olson Company. Construction of some of the housing began in the Spring 2003.

The City of Richmond is part of a "Main Street USA" program to revitalize troubled downtown districts.

ACCESS IMPROVEMENTS BART staff has completed installation of three additional new bike racks / lockers at this station.

A newly constructed Amtrak platform and elevator opened in summer 2001, providing the only direct connection between BART and the Amtrak/Capitol Corridor service. Since the improvements to the Amtrak platform, the Richmond Station is one of the fastest growing stations in ridership for the Capital Corridor.

REINVESTMENT This station is scheduled to have the station canopy re-roofed in 2004 and to have new, energy efficient lighting fixtures and lamps installed throughout the parking lot and within the station itself in 2005. This station is slated to have upgraded replacement, ADA-compliant platform edge tiles installed in 2004. These projects are all part of ongoing station renovation program activities.

ROCKRIDGE

DEVELOPMENT The community at the Rockridge BART Station has initiated an effort to beautify the portion of College Avenue located beneath the BART tracks and Highway 24. Community goals have been developed and specific projects are being defined. BART is assisting the community in project development and identifying grant opportunities for implementation.

ACCESS IMPROVEMENTS Since 2002, BART has partnered with City CarShare by providing parking spaces for two Car Share Vehicles in the BART parking lot.

BART, working with the California State Department of Transportation (CalTrans) and the University of California, Berkeley, will implement a SMART Parking Pilot Program at the Rockridge Station beginning September 2004. The program is designed to test technology that provides

potential BART patrons using Highway 24 with real- time parking space availability information at the Rockridge Station.

Ninety-one new bike racks are currently being installed.

REINVESTMENT This station had the station canopy re-roofed and had new, energy efficient lighting fixtures and lamps installed throughout the station parking lot in 2002. Those energy efficient lighting fixtures and lamps are scheduled for installation within the station itself in 2004. This station had upgraded replacement, ADA-compliant platform edge tiles installed in 2004. These projects are all part of ongoing station renovation program activities.

SAN BRUNO

DEVELOPMENT The station opened in June 2003. The former Navy Recruitment Center is being developed into a high-density, mixed-use "Transit Village" directly across El Camino from the Tanforan Mall and the BART Station. Construction is now underway. The Mall itself is also under new ownership and is being redeveloped.

ACCESS IMPROVEMENTS After the opening of the SFO extension, parking charges at the San Bruno Station, except for monthly reserved parking spaces, have been dropped.

SAN FRANCISCO INTERNATIONAL AIRPORT

DEVELOPMENT The station was opened in June 2003. Service was reorganized in February 2004 to reflect ridership at other stations along the new extension. The SFIA Station ridership has been at expected levels.

ACCESS IMPROVEMENTS The light rail system connecting the BART station to airport gates and other airport user destinations opened in early 2003. Connections to Millbrae and Caltrain made in the first 6 months of service, in 2003, by a dedicated BART shuttle train serving the two stations have been replaced with new service changes as of February 2004.

SAN LEANDRO

PLANNING Since the City of San Leandro's adoption of the plan titled *Central San Leandro/BART Area Revitalization Strategy,* the City's Planning Commission has upheld the principles of the plan's employment-generating emphasis. Private developers are currently working with the City and BART to develop new, mixed-use plans for the vacant land immediately west of the station in conjunction with existing BART parking lots. Opportunities to consolidate properties, acquire UPRR right-of-way, and organize land uses to create a master plan approach are being explored while definitions of density and compact development are clarified.

DEVELOPMENT With the adoption of the above plan, the City requested that BART offer its property for private development and the BART Board authorized a private development solicitation process. Subsequent to the Board action, the City began discussions with Trumark Development on a potential project immediately to the west of the San Leandro BART Station. This discussion advanced a potential for a master development agreement with the City. As a result, the draft RFQ/RFP for mixed-use development on the BART property was placed on hold. BART continues to work with the City to discuss potential development options, including a possible land exchange.

The immediate station area has seen numerous development in recent years, including a multi-unit senior housing project within two blocks of the station, a substantial mixed-use commercial office project directly northeast of the station, and the Cherrywood single-family home project is under development two blocks north of the station.

ACCESS IMPROVEMENTS The City has completed a number of street improvements along Davis Street and San Leandro Boulevard, including new signals, enhanced crosswalks, lighting and ADA-related needs. The City applied for and received a $1.0 million capital grant from MTC's Transportation for Livable Communities (TLC) program for streetscape access improvements on West Estudillo Street, linking the BART station to the City's Downtown. Final design engineering is complete and an RFP for implementation is prepared. In partnership with the City, additional funding requests are being prepared for the station's intermodal plaza and other street improvements identified in the *Central San Leandro/BART Area Revitalization Strategy* and as part of the BART 2002 Station Access Plan recommendations for pedestrian, bicycle and ADA access enhancements.

In partnership with the City, BART is providing partial funding for a shuttle serving the west-side of the City to meet the needs of welfare to work recipients.

Thirty-six new bike racks were installed in 2002 and in 2003, 28 of the old-style, gray, plastic bike lockers were replaced with new see-through metal electronic "Club" style lockers as part of a test to increase bike locker capacity and safety at BART.

REINVESTMENT This station is having new, energy efficient lighting fixtures and lamps installed throughout the station itself in 2004, as well as throughout the parking lot in 2005. This station is also scheduled to have the parking lot re-paved in 2004 and the platform canopies re-roofed in 2005. This station has received upgraded replacement, ADA-compliant platform edge tiles installed. These projects are all part of ongoing station renovation program activities.

SOUTH HAYWARD

PLANNING During 2001, the City of Hayward revised its redevelopment plans to link the Downtown, Hayward BART and South Hayward BART station areas via major transportation corridors. This amended redevelopment plan directs compact mixed-use, transit-oriented development and establishes pedestrian improvements, housing goals and job creation goals. The City's updated General Plan identifies the South Hayward BART Station as a critical center for new employment-oriented development and improved access to transit. The City will next be moving forward with the "South Hayward BART Area Plan" to create the vision, goals and strategies for implementation, starting in late summer 2005. BART will be a close participant in this effort that will define land uses and urban design parameters for BART property and the surrounding neighborhood.

BART is also supporting efforts towards completion of a South Hayward/Cherryland-Ashland transportation planning process to further identify community needs and solutions. This plan will be complete in late Spring 2004.

ACCESS IMPROVEMENTS Fifteen new bike racks were recently installed.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed throughout the station parking lot in 2003, is scheduled to have the station canopy re-roofed in 2004, and have energy efficient lighting fixtures and lamps installed throughout the station itself in 2004. In 2005, this station is scheduled to have the parking lot re-paved. This station is scheduled to have upgraded replacement, ADA-compliant platform edge tiles installed, pending the receipt of grant funds. These projects are all part of ongoing station renovation program activities.

SOUTH SAN FRANCISCO

DEVELOPMENT This station opened in June 2003. The City's Transit Village Plan near this station proposes the construction of up to 770 residential units with 10,000 square feet of commercial development and a child care center.

In keeping with the City's recently adopted Specific Plan, which promotes transit-oriented development at the station, the City and BART have been working with Fairfield Development and the Urban Housing Group to implement high-density housing (and retail within the Fairfield project) at the BART station. Fairfield has requested both landscape easements and an auto egress movement from BART. Urban Housing has requested a property and easement sale from BART. All actions would be subject to the BART and SamTrans Board approvals.

ACCESS IMPROVEMENTS The City of South San Francisco has completed a planning study for a linear bike path along BART right of way, and is

working with BART staff to determine project specifics on a segment-by-segment basis. The city has submitted a 2004 TLC Capital grant to implement parts of this plan along the right-of-way where BART is in full agreement.

Daily parking charges at the South San Francisco Station have been temporarily suspended, although monthly reserved paid parking spaces are available as an option.

UNION CITY

PLANNING The Union City Station is one of three stations for which BART completed a Comprehensive Station Plan (CSP) in 2002. BART staff prepared the CSP to coordinate with Union City's General Plan update and Redevelopment Plan Amendment, each with an emphasis on "smart growth" and centered upon BART as a primary transit service provider in the sub-region. The CSP, completed in 2002, defines conceptual development, access, station capacity, and expansion plans for the 50-acre station district. In February 2004, the BART Board approved moving forward with implementation of a series of infrastructure and access improvements defined as a Phase 1 Project. This work, led by the City and supported by BART, sets the stage for future private transit-oriented development and the next phases of public improvements necessary for realization of the plan.

Next phases of planning and site design work include finalization of the design details related to BART and the former PG&E site for development, a transit parking study leading to definition of parking garage location and design, zoning updates and implementation of the Station District's design guidelines.

Passenger Rail Study: Environmental impact studies are underway for a proposed passenger rail facility adjacent to the Union City BART Station. The two-part analysis includes a northern alignment study led by Union City, focused upon Capital Corridor, and a southern cross-bay alignment, led by Caltrain, focused upon future Dumbarton Rail service. Through the CSP, the partners identified how commuter rail would connect with the existing BART station. The future conceptual expansion of the BART station includes becoming a two-sided station integrated with the new passenger rail station to provide a continuous concourse. Other future capacity improvements include exterior station treatments to connect with the new commuter rail station, new elevators, emergency stairways and platform expansion.

DEVELOPMENT In 2002, the City acquired the 30-acre property from PG&E, directly adjacent to the BART property to the east. BART continues to work with the City to effectuate implementation of a transit-oriented development project in keeping with the Station District Plan.

ACCESS IMPROVEMENTS The Phase 1 Project focuses upon the construction of new streets, pedestrian and bicycle facilities including a grade separation through the trackway berm, a bus transfer center, and intermodal plazas. Part of the work will be a parking garage design and feasibility analysis building upon the Station District Plan that will define the location, building type and cost of structured parking.

BART staff has partnered with Union City to complete installation of new station pathfinder signs that will improve customers' ability to locate the BART station. Eighteen new bike racks were installed in early 2002. In 2003, 20 of the old-style, gray, plastic bike lockers were replaced with new see-through metal electronic "Club" style lockers as part of a test to increase bike locker capacity and safety at BART.

REINVESTMENT This station is scheduled to have new, energy efficient lighting fixtures and lamps installed inside the station and have the station platform canopies re-roofed in 2005. The parking lot will be reconfigured and re-paved as part of the Phase I Project. This station will have upgraded replacement, ADA-compliant platform edge tiles installed, pending the receipt of grant funds. These projects are part of ongoing station renovation program activities.

WALNUT CREEK

PLANNING The Walnut Creek BART Station is currently the subject of an ongoing Comprehensive Station Plan (CSP) scheduled for completion in June of 2004. As part of this study, BART staff has worked together with consultants to identify capacity needs at the station. In addition, BART and City staff are working together to identify access issues affecting the station and strategies for improving access for all modes.

DEVELOPMENT In 2000, BART's Board of Directors authorized initiation of exclusive negotiations with Transit Village Associates to create a mixed-use development including apartments, retail, a BART Zone Command Police Facility, and office space. The Transit Village Associates project includes development of 440 apartments, 33,000 square feet of retail, 8,700 square feet of office space, and 1,373 parking spaces. In May and June of 2002, the developer made presentations to the City of Walnut Creek's Planning Commission and City Council. In December 2002, the BART Board approved an Option Agreement for a long-term ground lease. The next steps will include formal approval from the City and environmental clearance.

ACCESS IMPROVEMENTS Vallejo Transit and Fairfield-Suisun Transit have received funding through MTC's Regional Express Bus Program to increase their I-680 service from Solano County to the Walnut Creek BART station.

The City of Walnut Creek, in collaboration with BART, is planning pedestrian improvements on California Avenue and Main Street to provide better links between downtown Walnut Creek and the BART station.

BART continues to support electric vehicle use at the Walnut Creek BART station, where two parking spaces are reserved for such vehicles. No permit is required to use these spaces, although non-electric vehicles are subject to towing. The current number of spaces appears to meet customer demand.

Fifty-eight new bike racks/lockers have been installed at this station.

REINVESTMENT This station is having new, energy efficient lighting fixtures and lamps installed throughout the surface parking lot, the parking garage, and within the station itself in 2005. This station is also scheduled to have the platform canopies re-roofed and the parking lot re-paved in 2005. This station has had upgraded replacement, ADA-compliant platform edge tiles installed. These projects are all part of ongoing station renovation activities.

CAPACITY IMPROVEMENTS As part of the Station Capacity Study the Walnut Creek Station was analyzed as an "Aerial Side" platform station prototype. The station was examined with an eye towards defined Safety Criteria and Passenger Service Criteria. These criteria were then used to analyze the critical areas of platform capacity, vertical circulation (stairs/escalators) capacity, and faregate capacity. Specific proposals for capacity increasing projects will be made as part of the Walnut Creek Station Comprehensive Plan.

WEST DUBLIN / PLEASANTON

DEVELOPMENT In November 1999, the BART Board of Directors approved a public/private venture between BART and Jones Lang LaSalle to leverage private development on BART land to build the West Dublin/Pleasanton Station. The $100 million project is to consist of:

- A new West Dublin/Pleasanton BART Station with parking,
- a bus intermodal facility and pedestrian bridges to connect the station in the media of the freeway to BART property on either side of the freeway, and
- Private development consisting of residential units and a hotel in Dublin, and an office building in Pleasanton.

Funding the public improvements, currently estimated to cost $53 million, will involve the creation of a Joint Powers Authority between ABAG and BART which would issue bonds for construction of the station and ancillary facilities, including the BART parking garages. Repayment of the bonds would be through a combination of private funds from long-term lease of

BART's property, contributions from the Cities of Dublin and Pleasanton of tax revenues generated by the private development on BART land, and BART revenues generated by the station. The bond funding for the project is also being supplemented by grant funding from the Alameda County Congestion Management Agency (ACCMA) and the Tri-Valley Transportation Council (TVTC).

In April 2001, the BART Board of Directors certified the Supplemental Environmental Impact Report (SEIR) and adopted the overall public/private development project. BART secured pre-development funds from the ACCMA to prepare the SEIR. A Letter of Intent has been executed with the developer for all private development at the proposed station. The Master Development Agreement has also been executed between BART and JLL for the overall project. BART and JLL have selected Walsh Pacific as the design/build contractor for the station and pedestrian bridges. All parties are now conducting the design effort to identify a Guaranteed Maximum Price (GMP) for the public improvements – a step necessary to identify the size of the bond issuance. In October 2003, the Tri-Valley Transportation Council authorized a $4 million grant to BART in order to, in part, conduct the design effort to identify the GMP. In January 2004, the Alameda County CMA programmed an additional $6.9 million to the project for construction of the public improvements.

Given the current real estate market, one of the critical issues being addressed by BART and JLL is the ability of the private development to service the debt from the bonds to be issued. The current schedule calls for BART Board consideration of the debt structure during 2004, with bonds being issued after Board consideration, and station construction beginning in 2005. Completion of construction of the public improvements is scheduled for late 2007. Final approvals from the Cities of Dublin and Pleasanton are pending on the tax sharing approach. Although an MOU has been executed, both cities will need to vote on the specific lease mechanism being proposed to secure the tax revenues.

WEST OAKLAND

PLANNING *7th Street Streetscape Planning Study:* The City of Oakland, in cooperation with BART and other project partners, received a Caltrans Environmental Justice Grant in 2002/2003 to develop a streetscape plan for 7th Street, adjacent to the West Oakland BART Station. The key goals of the plan are to develop a pedestrian-friendly environment and revitalize the retail district. Recommendations have been developed with input from the West Oakland BART Station community and the project was completed in Summer 2004. The City of Oakland has applied for TLC Capital funding to implement the recommendations.

West Oakland Transit Village: Memorandum of Understanding was executed between BART, the Oakland Housing Authority (OHA) and City of

Oakland Community and Economic Development Agency (CEDA), to advance transit-oriented development and neighborhood revitalization goals for West Oakland. The Tri-Agency Team commissioned Michael Willis Architects to develop an action plan to guide both public and private development in phases that build upon one another. The *West Oakland Transit Village Action Plan* calls for replacing existing surface parking lots, some industrial land uses and other underutilized lots with higher density mixed-use residential, office and retail uses which are critically needed for revitalization and desired by resident stakeholders. Major proposed developments on the primary opportunity sites include 500+ residential units and 8,000 to 12,000+ square feet of retail development with parking.

DEVELOPMENT The Oakland Housing Authority's Mandela Gateway project is underway with 143 apartments and 19 single family units. In keeping with the established community vision, in August 2003, the BART Board authorized a developer solicitation to both identify a project for BART's property and to increase commuter parking at or near the station. BART worked with the City of Oakland to prepare a developer solicitation. The solicitation was released and posted on BART's website on August 5, 2004 and a pre-submittal meeting was conducted on the 19th of August. Development proposals are due in October 2004.

ACCESS IMPROVEMENTS Additionally, 53 new bike racks were installed and, in 2003, 8 of the old-style, gray, plastic bike lockers were replaced with new see-through metal electronic "Club" style lockers as part of a test to increase bike locker capacity and safety at BART.

REINVESTMENT This station had new, energy efficient lighting fixtures and lamps installed throughout the station parking lot and had the station canopy re-roofed in 2003. This station has had upgraded replacement, ADA-compliant platform edge tiles installed. This station is also scheduled to have energy efficient lighting fixtures and lamps installed within the station in 2004. These projects are part of ongoing station renovation program activities.

APPENDIX D: FY05 CAPITAL IMPROVEMENT PROGRAM DATABASE

The two major BART CIP categories of funding status are:

- Track One: Fiscally constrained, i.e. projects for which potential sources of funding can be reasonably identified within the ten-year CIP timeframe. However, not all of the funding identified in Track One is actually secured through formal funds programming, and therefore cannot yet be considered certain. It is important to note: *For this FY05 CIP, relatively aggressive assumptions regarding Track One grant funding have been made. Though the assumptions made can be considered reasonable, they are dependent on the occurrence of several events outside the control or considerable influence of the BART District.* Included in those diverse events are the renewal of federal transportation legislation and the willingness of the county-level Congestion Management Agencies to fund an agreed portion of the MTC/RTP-identified Transit Capital Shortfall projects.

- Track Two: Unconstrained, including other important projects for which funding cannot yet be reasonably identified. Included in Track Two are projects identified as necessary within the first ten years of the BART District's 30-Year Plan. Track Two also covers those portions of segmentable projects that do not yet have identified funding. Delivery of Track Two projects remains dependent on the generation of additional internal and grant funding.

To illustrate how a project might be divided into Track 1 and Track 2, look at the Earthquake Safety Program. This program is divided several phases, the first few of which are shown as fully funded in Track1, with the 'secured' funding totaling approximately $330 million. The remainder of the Earthquake Safety Program budget has been placed in the 'unfunded' category of Track 2, as 'System Safety, Systemwide Operability' project. Those portions of the Earthquake Safety Program that do not actually receive some of the Track 1 assumed funds, such as the currently threatened funds programmed through the State of California's Traffic Congestion Relief Program and the Caltrans Local State Seismic Retrofit Program funds, will fall back into the Track 2 'unfunded' category in subsequent versions of the CIP database.

The total amounts, including Track 1 and Track 2 projects, shown in thousands of dollars for each CIP Program Area, are as follows:

FY05 CIP Program	Track 1	Track 2	Total
System Reinvestment	1,230,190	1,406,397	2,636,587
Earthquake Safety Program	330,218	980,000	1,310,218
Service and Capacity Enhancement	326,546	2,842,950	3,169,496
System Expansion	2,950,854	1,047,200	3,998,054
(without SFO included)	*1,402,822*	*1,047,200*	*2,450,022*
Total (with SFO)	4,837,808	6,276,547	11,114,355
Total (without SFO)	***3,289,776***	***6,276,547***	***9,566,323***

Please refer to the following tables for project detail, segregated by program area and Track.

Total Track One Program Capital Needs	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
System Reinvestment													
Rolling Stock	$106,200	$1,200	$105,000	$0	$0	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
Mainline	$324,582	$22,084	$302,498	$23,782	$30,255	$32,931	$30,970	$31,014	$31,043	$31,083	$31,114	$30,165	$30,142
Stations	$185,025	$149,366	$35,660	$0	$4,356	$4,280	$3,122	$3,216	$3,313	$4,279	$4,260	$4,363	$4,471
Controls & Communications	$503,118	$130,601	$372,517	$18,750	$39,620	$39,000	$39,000	$39,000	$39,000	$39,000	$39,000	$40,045	$40,102
Facilities	$7,677	$6,437	$1,240	$124	$124	$124	$124	$124	$124	$124	$124	$124	$124
Work Equipment	$103,588	$30,642	$72,946	$6,550	$6,355	$6,615	$6,860	$7,105	$7,370	$7,635	$7,900	$8,135	$8,421
Total System Reinvestment Program	*$1,230,190*	*$340,329*	*$889,861*	*$49,206*	*$80,709*	*$82,950*	*$95,076*	*$95,459*	*$95,850*	*$97,121*	*$97,398*	*$97,832*	*$98,260*
Seismic Retrofit													
No Subprogram	$330,218	$44,540	$285,678	$133,378	$135,300	$0	$0	$0	$0	$0	$0	$0	$17,000
Total Seismic Retrofit Program	*$330,218*	*$44,540*	*$285,678*	*$133,378*	*$135,300*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$17,000*
Service & Capacity Enhancement													
Mainline	$29,275	$4,275	$25,000	$2,000	$4,000	$12,000	$5,000	$2,000	$0	$0	$0	$0	$0
Stations	$297,221	$92,962	$204,259	$15,321	$10,720	$8,127	$8,645	$13,630	$12,434	$12,760	$34,909	$39,782	$47,931
Controls & Communications	$50	$50	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Service & Capacity Enhancement Program	*$326,546*	*$97,287*	*$229,259*	*$17,321*	*$14,720*	*$20,127*	*$13,645*	*$15,630*	*$12,434*	*$12,760*	*$34,909*	*$39,782*	*$47,931*
System Expansion													
San Francisco Airport Extension	$1,548,032	$1,417,070	$130,962	$103,480	$27,482	$0	$0	$0	$0	$0	$0	$0	$0
Oakland Airport Connector	$256,033	$27,232	$228,801	$14,764	$37,500	$69,748	$51,790	$11,400	$14,700	$8,229	$4,700	$4,700	$11,270
Warm Springs Extension	$678,833	$42,584	$636,249	$57,694	$151,518	$77,500	$45,100	$56,500	$21,237	$18,700	$19,000	$19,500	$169,500
BART/TriValley Rail Extension	$207,001	$2,300	$204,701	$15,376	$13,438	$35,018	$27,318	$27,318	$12,652	$12,652	$12,652	$12,652	$35,625
BART/East Contra Costa Rail Extension	$245,950	$1,950	$244,000	$32,500	$33,500	$8,651	$25,000	$60,349	$7,000	$52,000	$0	$0	$25,000
Other	$15,005	$10,830	$4,175	$3,450	$1,725	($1,000)	$0	$0	$0	$0	$0	$0	$0
Total System Expansion Program	*$2,950,854*	*$1,501,966*	*$1,448,888*	*$227,264*	*$265,163*	*$189,917*	*$149,208*	*$155,567*	*$55,589*	*$91,581*	*$36,352*	*$36,852*	*$241,395*
Total Track One Program Capital Needs	$4,837,808	$1,984,122	$2,853,686	$427,168	$495,892	$292,994	$257,930	$266,657	$163,872	$201,462	$168,659	$174,466	$404,586

Note: all figures in thousands of dollars.

Rolling Stock	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
C-1 CAR REPLACEMENT (TRACK 1 PORTION)	$105,000	$0	$105,000	$0	$0	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
CAR TEST EQUIPMENT	$1,200	$1,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Rolling Stock	*$106,200*	*$1,200*	*$105,000*	*$0*	*$0*	*$0*	*$15,000*	*$15,000*	*$15,000*	*$15,000*	*$15,000*	*$15,000*	*$15,000*

Note: all figures in thousands of dollars.

Mainline	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
BERKELEY HILLS TUNNEL DOORS REPLACEMENT	$375	$375	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
EMERGENCY MAINLINE REPAIRS	$17,966	$0	$17,966	$0	$1,505	$2,181	$2,220	$2,264	$2,293	$2,333	$2,364	$1,415	$1,392
GENERAL MAINLINE RENOVATION (PARTIAL TRANSIT CAPITAL SH	$90,000	$0	$90,000	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000
LAKE MERRIT CHANNEL SUBWAY REPAIR	$4,475	$2,475	$2,000	$0	$0	$2,000	$0	$0	$0	$0	$0	$0	$0
REPLACE RUNNING RAIL & ACCESSORIES (ONGOING)	$95,147	$6,624	$88,523	$4,148	$9,375	$9,375	$9,375	$9,375	$9,375	$9,375	$9,375	$9,375	$9,375
SYSTEMWIDE - RENOVATE SUBSTATIONS AND GAP BREAKERS	$610	$610	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - SAFETY PROJECTS	$5,032	$0	$5,032	$5,032	$0	$0	$0	$0	$0	$0	$0	$0	$0
TRACTION POWER EQUIPMENT REHABILITATION (ONGOING)	$98,750	$5,000	$93,750	$9,375	$9,375	$9,375	$9,375	$9,375	$9,375	$9,375	$9,375	$9,375	$9,375
TRANSBAY TUBE AND TUNNEL VENTILATION REHABILITATION	$6,000	$6,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TRANSBAY TUBE CATHODIC CORROSION PROTECTION (ONGOING	$6,227	$1,000	$5,227	$5,227	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Mainline	*$324,582*	*$22,084*	*$302,498*	*$23,782*	*$30,255*	*$32,931*	*$30,970*	*$31,014*	*$31,043*	*$31,083*	*$31,114*	*$30,165*	*$30,142*

Note: all figures in thousands of dollars.

TRACK ONE PROGRAM - System Reinvestment

Stations	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
AUTOMATIC FARE COLLECTION (AFC) MODERNIZATION	$84,775	$84,775	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
EMBARCADERO - STAIR CHANNEL PROJECT	$450	$450	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SAN FRANCISCO STATIONS - ELEVATOR HEADHOUSE MODIFICATI	$1,675	$1,675	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SF STATIONS - EMERGENCY EXIT IMPROVEMENTS	$3,120	$0	$3,120	$0	$0	$0	$0	$0	$0	$870	$750	$750	$750
SYSTEMWIDE - ESCALATOR RENOVATION	$34,896	$34,896	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - PARKING FACILITIES RELAMPING (ONGOING)	$4,660	$1,230	$3,430	$0	$338	$348	$358	$369	$380	$391	$403	$415	$428
SYSTEMWIDE - PLATFORM EDGE TILE REPLACEMENT	$8,502	$5,842	$2,660	$0	$1,412	$1,248	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - STATION CANOPIES REROOFING (ONGOING)	$9,089	$2,920	$6,169	$0	$608	$626	$645	$664	$684	$704	$725	$746	$767
SYSTEMWIDE - STATION PAINTING (ONGOING)	$8,454	$1,602	$6,852	$0	$675	$696	$716	$738	$760	$782	$805	$828	$852
SYSTEMWIDE - STATION PARKING LOT REPAVING (ONGOING)	$13,553	$4,410	$9,143	$0	$900	$927	$955	$984	$1,013	$1,043	$1,074	$1,106	$1,140
SYSTEMWIDE - STATION RELAMPING (ONGOING)	$6,490	$2,205	$4,285	$0	$422	$435	$448	$461	$475	$489	$503	$518	$534
SYSTEMWIDE - TRAIN DESTINATION SIGN REPLACEMENT	$9,361	$9,361	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Stations	*$185,025*	*$149,366*	*$35,660*	*$0*	*$4,356*	*$4,280*	*$3,122*	*$3,216*	*$3,313*	*$4,279*	*$4,260*	*$4,363*	*$4,471*

Note: all figures in thousands of dollars.

Controls & Communications	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
ADVANCED AUTOMATIC TRAIN CONTROL (PHASES 1-3)	$82,459	$82,459	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
DIGITAL TRANSMISSION SYSTEM REPLACEMENT	$12,000	$12,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
EMERGENCY CONTROLS & COMMUNICATION PROJECTS	$16,475	$208	$16,267	$0	$2,120	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$2,545	$2,602
INTEGRATED COMPUTER SYSTEM	$4,900	$4,900	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TRAIN CONTROL EQUIPMENT REHABILITATION (ONGOING)	$192,736	$14,624	$178,112	$9,362	$18,750	$18,750	$18,750	$18,750	$18,750	$18,750	$18,750	$18,750	$18,750
TRAIN CONTROL EQUIPMENT REPLACEMENT	$25,799	$16,411	$9,388	$9,388	$0	$0	$0	$0	$0	$0	$0	$0	$0
WAYSIDE TRAIN CONTROL (ONGOING)	$168,750	$0	$168,750	$0	$18,750	$18,750	$18,750	$18,750	$18,750	$18,750	$18,750	$18,750	$18,750
Total Controls & Communications	*$503,118*	*$130,601*	*$372,517*	*$18,750*	*$39,620*	*$39,000*	*$39,000*	*$39,000*	*$39,000*	*$39,000*	*$39,000*	*$40,045*	*$40,102*

Note: all figures in thousands of dollars.

Facilities	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
HAYWARD YARD CAR WASHER REPLACEMENT	$4,200	$4,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
METCENTER CAPITAL RESERVE	$1,976	$736	$1,240	$124	$124	$124	$124	$124	$124	$124	$124	$124	$124
RE-ROOF SHOPS AND YARDS (ONGOING)	$1,500	$1,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Facilities	*$7,677*	*$6,437*	*$1,240*	*$124*	*$124*	*$124*	*$124*	*$124*	*$124*	*$124*	*$124*	*$124*	*$124*

Note: all figures in thousands of dollars.

Work Equipment	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
BUSINESS ADVANCEMENT PLAN (TRACK 1 PORTION)	$23,832	$17,282	$6,550	$6,550	$0	$0	$0	$0	$0	$0	$0	$0	$0
EQUIPMENT FOR NON-OPS DEPARTMENTS EQUIPMENT (ONGOING	$1,220	$275	$945	$0	$85	$90	$95	$100	$105	$110	$115	$120	$125
EQUIPMENT FOR OTHER OPS DEPARTMENTS (ONGOING)	$1,130	$185	$945	$0	$85	$90	$95	$100	$105	$110	$115	$120	$125
MAINTENANCE AND ENGINEERING EQUIPMENT (ONGOING)	$1,975	$535	$1,440	$0	$140	$145	$150	$155	$160	$165	$170	$175	$180
NON-REVENUE VEHICLES (ONGOING)	$35,925	$3,065	$32,860	$0	$3,030	$3,200	$3,350	$3,500	$3,650	$3,800	$3,950	$4,108	$4,272
SPARE PARTS AND INVENTORY BUILD-UP (ONGOING)	$39,506	$9,300	$30,206	$0	$3,015	$3,090	$3,170	$3,250	$3,350	$3,450	$3,550	$3,612	$3,719
Total Work Equipment	*$103,588*	*$30,642*	*$72,946*	*$6,550*	*$6,355*	*$6,615*	*$6,860*	*$7,105*	*$7,370*	*$7,635*	*$7,900*	*$8,135*	*$8,421*

Note: all figures in thousands of dollars.

Seismic Retrofit	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
EARTHQUAKE SAFETY PROGRAM (INCL. CALTRANS PORTION)	$310,275	$24,597	$285,678	$133,378	$135,300	$0	$0	$0	$0	$0	$0	$0	$17,000
SEISMIC VULNERABILITY STUDY	$19,943	$19,943	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Seismic Retrofit	*$330,218*	*$44,540*	*$285,678*	*$133,378*	*$135,300*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$17,000*

Note: all figures in thousands of dollars.

TRACK ONE PROGRAM - Service & Capacity Enhancement

Mainline	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
L-LINE INTRUSION BARRIERS	$1,125	$1,125	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PITTSBURG/BAY POINT TERMINAL ZONE	$1,500	$1,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PLEASANT HILL CROSSOVER	$25,000	$0	$25,000	$2,000	$4,000	$12,000	$5,000	$2,000	$0	$0	$0	$0	$0
SYSTEM CAPACITY STUDY	$1,650	$1,650	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Mainline	*$29,275*	*$4,275*	*$25,000*	*$2,000*	*$4,000*	*$12,000*	*$5,000*	*$2,000*	*$0*	*$0*	*$0*	*$0*	*$0*

Note: all figures in thousands of dollars.

TRACK ONE PROGRAM - Service & Capacity Enhancement

Stations	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
16TH STREET/MISSION - BICYCLE RACKS/BIKE CHANNEL	$100	$100	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
16TH STREET/MISSION - NORTHEAST PLAZA RENOVATION	$4,074	$0	$4,074	$1,932	$2,142	$0	$0	$0	$0	$0	$0	$0	$0
16THSTREET/MISSION - SOUTHWEST PLAZA RENOVATION (TLC)	$3,875	$3,875	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
24TH STREET/MISSION - PLANNING EFFORT (TLC)	$65	$65	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
24TH STREET/MISSION - PLAZA ENHANCEMENTS	$9,000	$0	$9,000	$0	$0	$0	$0	$0	$0	$500	$500	$0	$8,000
ALAMEDA COUNTY - STATION ENHANCEMENTS AND ACCESS IMPR	$50,400	$0	$50,400	$0	$0	$0	$0	$0	$0	$0	$16,800	$16,800	$16,800
ALAMEDA COUNTY - STATION VERTICAL CIRCULATION EXPANSION	$15,000	$0	$15,000	$0	$0	$0	$0	$0	$0	$0	$5,000	$5,000	$5,000
BALBOA PARK - STATION CAPACITY EXPANSION (PHASE IA - MAST	$5,410	$5,410	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
BALBOA PARK - INTERMODAL ACCESS IMPROVEMENTS	$11,008	$1,008	$10,000	$0	$0	$0	$0	$0	$0	$0	$0	$5,000	$5,000
BALBOA PARK - STATION ACCESS IMPROVEMENTS (OCEAN AVENU	$1,129	$1,129	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
BALBOA PARK - STATION CAPACITY EXPANSION (PHASE 1B - MAST	$500	$0	$500	$0	$0	$0	$0	$250	$250	$0	$0	$0	$0
BALBOA PARK - STATION CAPACITY EXPANSION TO SOUTH SIDE G	$250	$250	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
BAYFAIR - ADA ACCESSIBLE PATH AND PARKING IMPROVMENTS	$360	$360	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
CASTRO VALLEY - ADA ACCESSIBLE PATH AND PARKING IMPROVE	$360	$360	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
COLISEUM - ADA ACCESS IMPROVEMENTS	$1,060	$1,060	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
COLMA TO MILLBRAE - BICYCLE TRAIL AND ACCESS IMPROVEMEN	$2,500	$380	$2,120	$0	$2,120	$0	$0	$0	$0	$0	$0	$0	$0
CONCORD - ACCESS AND STATION AREA IMPROVEMENTS (TLC)	$1,634	$1,634	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
EMBARCADERO - BICYCLE STATION	$232	$232	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
FRUITVALE - TRANSIT CENTER	$2,889	$2,889	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
FRUITVALE - TRANSIT VILLAGE (CHILDCARE FAC., PED. PLAZA, PA	$13,576	$13,576	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
GLEN PARK - ADA STATION ACCESSIBILITY IMPROVEMENTS	$205	$205	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
LAFAYETTE - PEDESTRIAN ACCESS PROJECT	$339	$339	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PITTSBURG/BAYPOINT - PARK & RIDE FACILITY	$1,656	$1,656	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PITTSBURG/BAYPOINT - ADA ACCESSIBILITY PATH AND PARKING I	$160	$160	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PITTSBURG/BAYPOINT - PARKING EXPANSION AND ACCESS	$4,581	$4,581	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
RICHMOND - TRANSIT CENTER & TRANSIT VILLAGE	$8,673	$8,673	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SF STATIONS - ADDITIONAL ELEVATORS	$1,000	$0	$1,000	$0	$0	$0	$500	$500	$0	$0	$0	$0	$0
SF STATIONS - AUTOMATIC FARE COLLECTION (AFC) EXPANSION (	$957	$957	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SF STATIONS - BART/MUNI GATES	$5,500	$0	$5,500	$0	$0	$3,000	$2,500	$0	$0	$0	$0	$0	$0
SF STATIONS - BICYCLE ACCESS	$1,500	$0	$1,500	$0	$0	$250	$250	$500	$250	$250	$0	$0	$0
SF STATIONS - DIRECTIONAL SIGNAGE	$500	$0	$500	$0	$0	$0	$250	$250	$0	$0	$0	$0	$0
SF STATIONS - INTERMODAL ACCESS	$3,250	$0	$3,250	$0	$500	$500	$500	$500	$250	$250	$250	$250	$250
SF STATIONS - PEDESTRIAN ACCESS	$2,350	$0	$2,350	$0	$600	$500	$0	$500	$250	$0	$250	$250	$0
SF STATIONS - TALKING SIGNS (DOWNTOWN DEMO. PROJECT - P	$1,080	$0	$1,080	$0	$1,080	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEM ACCESS PLANNING	$1,103	$1,103	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - ADA ACCESSIBILITY IMPROVEMENTS	$55,269	$9,361	$45,908	$3,583	$3,690	$3,764	$4,029	$4,311	$4,613	$4,936	$5,282	$5,652	$6,048
SYSTEMWIDE - ADA BRAILLE DIRECTIONAL SIGNAGE	$314	$314	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - AFC TRANSLINK INTEGRATION	$22,500	$12,800	$9,700	$9,700	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - AUTOMATIC FARE COLLECTION (AFC) EXPANSION	$50,188	$9,488	$40,700	$0	$0	$0	$500	$6,700	$6,700	$6,700	$6,700	$6,700	$6,700
SYSTEMWIDE - BICYCLE ACCESS/STORAGE ENHANCEMENTS (RAC	$3,153	$1,955	$1,198	$106	$109	$113	$116	$119	$121	$124	$127	$130	$133
SYSTEMWIDE - BICYCLE RACKS	$60	$60	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - PATHFINDER SIGN PROGRAM PROTOTYPE	$312	$312	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TRANSIT ORIENTED DEVELOPMENT RIDERSHIP IMPACTS STUDY	$380	$380	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
UNALLOCATED ALLOCATIONS FROM OPERATING	$1,300	$1,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
UNION CITY - ADA ACCESSIBILITY PATH AND PARKING IMPROVEM	$200	$200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
UNION CITY - TRANSIT CENTER	$2,373	$2,373	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
WALNUT CREEK - BICYCLE PAVILION DEMONSTRATION PROJECT	$479	$0	$479	$0	$479	$0	$0	$0	$0	$0	$0	$0	$0
WEST BAY STATIONS: PARKING REVENUE EQUIPMENT	$4,318	$4,318	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
WEST OAKLAND - ADA ACCESSIBILITY PATH AND PARKING IMPRO	$100	$100	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Stations	*$297,221*	*$92,962*	*$204,259*	*$15,321*	*$10,720*	*$8,127*	*$8,645*	*$13,630*	*$12,434*	*$12,760*	*$34,909*	*$39,782*	*$47,931*

Note: all figures in thousands of dollars.

Controls & Communications	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
BART WEB PAGE - REAL TIME INTERNET CAPABILITY	$50	$50	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Controls & Communications	*$50*	*$50*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*

Note: all figures in thousands of dollars.

San Francisco Airport Extension	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
CONCORD SHOP AND YARD EXPANSION - completed	$26,161	$26,161	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
DALY CITY CAR WASHER - completed	$4,123	$4,123	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
DALY CITY SHOP AND YARD EXPANSION - completed	$27,833	$27,833	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
HAYWARD YARD COMPONENT REPAIR - completed	$6,033	$6,033	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
HAYWARD YARD TRACK IMPROVEMENTS - completed	$6,540	$6,540	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SFO	$1,450,300	$1,320,533	$129,767	$102,804	$26,963	$0	$0	$0	$0	$0	$0	$0	$0
SFO POWER SUBSTATION - completed	$12,500	$12,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SHOPLIFTS - completed	$11,301	$11,301	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SHOPS UPGRADES - completed	$410	$410	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
WEST BAY MAINTENANCE FACILITY - on hold	$2,831	$1,636	$1,195	$676	$519	$0	$0	$0	$0	$0	$0	$0	$0
Total San Francisco Airport Extension	*$1,548,032*	*$1,417,070*	*$130,962*	*$103,480*	*$27,482*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*

Note: all figures in thousands of dollars.

Oakland Airport Connector	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
OAKLAND AIRPORT CONNECTOR	$256,033	$27,232	$228,801	$14,764	$37,500	$69,748	$51,790	$11,400	$14,700	$8,229	$4,700	$4,700	$11,270
Total Oakland Airport Connector	*$256,033*	*$27,232*	*$228,801*	*$14,764*	*$37,500*	*$69,748*	*$51,790*	*$11,400*	*$14,700*	*$8,229*	*$4,700*	*$4,700*	*$11,270*

Note: all figures in thousands of dollars.

Warm Springs Extension	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
BART EXTENSION WARM SPRINGS	$678,833	$42,584	$636,249	$57,694	$151,518	$77,500	$45,100	$56,500	$21,237	$18,700	$19,000	$19,500	$169,500
BART EXTENSION WARM SPRINGS TO SAN JOSE	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Warm Springs Extension	*$678,833*	*$42,584*	*$636,249*	*$57,694*	*$151,518*	*$77,500*	*$45,100*	*$56,500*	*$21,237*	*$18,700*	*$19,000*	*$19,500*	*$169,500*

Note: all figures in thousands of dollars.

BART/TriValley Rail Extension	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
BART/TRI-VALLEY RAIL EXTENSION	$205,701	$1,000	$204,701	$15,376	$13,438	$35,018	$27,318	$27,318	$12,652	$12,652	$12,652	$12,652	$35,625
STRATEGIC OPPORTUNITIES ASSESSMENT - TRI-VALLEY/I-580 CO	$1,300	$1,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total BART/TriValley Rail Extension	*$207,001*	*$2,300*	*$204,701*	*$15,376*	*$13,438*	*$35,018*	*$27,318*	*$27,318*	*$12,652*	*$12,652*	*$12,652*	*$12,652*	*$35,625*

Note: all figures in thousands of dollars.

BART/East Contra Costa Rail Extension	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
eBART/EAST CONTRA COSTA RAIL EXTENSION	$245,700	$1,700	$244,000	$32,500	$33,500	$8,651	$25,000	$60,349	$7,000	$52,000	$0	$0	$25,000
STRATEGIC OPPORTUNITIES ASSESSMENT - CONTRA COSTA STA	$250	$250	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total BART/East Contra Costa Rail Extension	*$245,950*	*$1,950*	*$244,000*	*$32,500*	*$33,500*	*$8,651*	*$25,000*	*$60,349*	*$7,000*	*$52,000*	*$0*	*$0*	*$25,000*

Note: all figures in thousands of dollars.

Other	Total Commitments	Commitments to FY04	Future Commitments	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
STRATEGIC OPPORTUNITIES ASSESSMENT - 30TH STREET MISSIO	$400	$400	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
STRATEGIC OPPORTUNITIES ASSESSMENT - I-80 RAIL ALTERNATI	$200	$200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEM EXPANSION AND STRATEGIC OPPORTUNITIES ASSESSME	$500	$500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
WEST DUBLIN/PLEASANTON INFILL STATION	$13,905	$9,730	$4,175	$3,450	$1,725	($1,000)	$0	$0	$0	$0	$0	$0	$0
Total Other	*$15,005*	*$10,830*	*$4,175*	*$3,450*	*$1,725*	*($1,000)*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*

Note: all figures in thousands of dollars.

Track Two Program

	Remaining Requirement
System Reinvestment	$1,406,379
Seismic Retrofit	$980,000
Service & Capacity Enhancement	$2,842,950
System Expansion	$1,047,200
Total Track Two Program	**$6,276,529**

Note: all figures in thousands of dollars.

Rolling Stock	Remaining Requirement
Tier One	
C-1 CAR REPLACEMENT (TRACK 2 PORTION)	$345,000
FLEET UPGRADES	$18,000
VEHICLE AUTOMATED TRAIN CONTROL EQUIPMENT	TBD
Tier Two	
C-2 CAR MIDLIFE RETROFIT	TBD
CAR ANTI-CLIMBERS	$5,616
Total Rolling Stock	***$368,616***

Note: all figures in thousands of dollars.

Mainline	Remaining Requirement
Tier One	
INTRUSION DETECTION SYSTEM	TBD
SF VENT ELEVATOR REPLACEMENT	$460
SYSTEMWIDE SAFETY - MAINLINE PORTAL MISC. SECURITY PROJECTS	$5,650
TRANSBAY TUBE CATHODIC PROTECTION (ONGOING - UNFUNDED PORTION)	$6,000
TRANSBAY TUBE VENTILATION SYSTEMS (UNFUNDED PORTION)	$6,000
Tier Two	
REPAINT GIRDERS & BRIDGES (UNFUNDED ONGOING PROJECT)	$2,500
SYSTEMWIDE - REHABILITATE LINE VENT FANS	$3,000
TRANSBAY TUBE VENT FAN RENOVATION	$4,500
Tier Three	
REMOVE EMERGENCY HANDRAIL GAPS AND WALKWAY OBSTRUCTIONS	$2,400
REPLACEMENT OF DRY STANDPIPES AT I-680 AND SPRINGBROOK CROSSINGS	$444
Tier Four	
OTHER NEEDS IDENTIFIED IN SYSTEM REINVESTMENT STUDY	$216,691
SYSTEMWIDE - LINE SUMPS AND CONTROLLERS	$6,000
Total Mainline	***$253,645***

Note: all figures in thousands of dollars.

Stations	Remaining Requirement
Tier One	
16TH STREET/MISSION - ENERGY EFFICIENT LIGHTING	$750
24TH STREET/MISSION - ENERGY EFFICIENT LIGHTING	$750
SF STATIONS - VENTILATION RENOVATION	$9,000
SF STATIONS SAFETY - FIRE EQUIPMENT REPLACEMENT	$5,500
SYSTEMWIDE - CONCOURSE RAILING RENOVATION	$1,500
SYSTEMWIDE - PLATFORM TRACKWAY PROTECTION	$28,203
SYSTEMWIDE - STATION STAIR TREAD REPAIR/REPLACEMENT	$3,600
SYSTEMWIDE SAFETY - REMOTE MONITORING FOR ESCALATORS AND ELEVATORS	$7,400
SYSTEMWIDE SAFETY - BICYCLE LOCKER FIRE PROTECTION AND REPLACEMENT	TBD
SYSTEMWIDE SAFETY - EMERGENCY EGRESS LIGHTING REHABILITATION	$3,000
SYSTEMWIDE SAFETY - REPLACE CLOSED CIRCUIT TELEVISION	TBD
SYSTEMWIDE SAFETY - UNDERGROUND STATION VENTILATION PANELS	$3,000
SYSTEMWIDE SAFETY- REPLACE FIRE ALARM PANELS	$4,000
Tier Two	
BART LOGO SIGNS REPLACEMENT	$150
MONTGOMERY - ENERGY EFFICIENT LIGHTING	$1,500
NORTH BERKELEY - REPLACE STATION CEILING	$1,284
SYSTEMWIDE - ELEVATOR RENOVATION AND REPLACEMENT	$6,325
SYSTEMWIDE - ESCALATOR RENOVATION AND REPLACEMENT	$1,400
SYSTEMWIDE - PIGEON NETTING REPLACEMENT (ONGOING)	$5,040
SYSTEMWIDE - STATION AGENT BOOTH RENOVATION	$5,500
Tier Three	
SYSTEMWIDE - ADDITIONAL AUTOMATIC FARE COLLECTION (AFC) UPGRADES	$5,496
SYSTEMWIDE - BICYCLE FACILITIES UPGRADES & REPLACEMENTS	TBD
SYSTEMWIDE - REPLACE STATION P.A. SYSTEM	TBD
SYSTEMWIDE - REPLACEMENT OF HYDRAULIC LIFT CYLINDERS	$4,800
SYSTEMWIDE - STATION DOOR RENOVATION	$2,000
SYSTEMWIDE - STATION ENERGY CONSERVATION	$25,430
Tier Four	
OTHER NEEDS IDENTIFIED IN SYSTEM REINVESTMENT STUDY	$166,695
Total Stations	***$292,323***

Note: all figures in thousands of dollars.

Controls & Communications	Remaining Requirement
Tier One	
NETWORK EQUIPMENT MODERNIZATION AND UPGRADE	$20,000
YARD CABLE PLANT REPLACEMENT	TBD
Tier Two	
MONTGOMERY STATION TRAIN CONTROL ROOM - HVAC IMPROVEMENTS	TBD
REPLACE TOWER VOICE RECORDERS	TBD
REPLACE YARD VOICE RECORDERS	$600
RICHMOND & DALY CITY YARD CONSOLE RPLACEMENT	$5,760
Tier Three	
COMMUNICATION EQUIPMENT POWER SUPPLIES	$2,500
INSTALL NEW SYSTEMS IN YARDS/TOWERS/SHOPS	$1,920
REPLACE DISTRICT TELEPHONES	$4,800
TRAIN CONTROL/OCC - UPS REPLACEMENT	$15,750
Tier Four	
OTHER NEEDS IDENTIFIED IN THE SYSTEM REINVESTMENT STUDY	$270,795
REPLACE OPERATING SYSTEM COMPUTER HARDWARE	TBD
Total Controls & Communications	***$322,125***

Note: all figures in thousands of dollars.

Facilities	Remaining Requirement
Tier One	
SHOPS - REPLACE HEATERS	$1,180
YARD LIGHT POLE RENOVATION	$500
YARD TURNTABLE RENOVATION (OCY/OHY)	$2,424
Tier Two	
CONCORD YARD TRAIN WASHER RENOVATION	$4,200
REHABILITATION OF TRANSBAY TUBE FACILITY	$1,200
RICHMOND SHOP RENOVATION	$3,000
Tier Three	
FACILITY PAINTING AND REPAIR	$2,400
LMA & SHOPS - ELEVATOR RENOVATION	$1,668
OAKLAND SHOP FUEL FACILITY REPLACEMENT	$1,200
OVERHEAD CRANE RENOVATION AT SHOPS	$2,400
RECONDITION SHOP/YARD SUMP PUMPS	$312
REPLACE YARD DISCONNECT ENCLOSURES	$744
RESURFACE FACILITY ROADS AND PARKING LOTS	TBD
SHOP ROLL UP DOOR REPLACEMENT	$1,500
SHOPS AND YARDS - RELAMPING	TBD
Tier Four	
LAKE MERRITT BUILDING RENOVATION	$8,400
OFFICE CONSOLIDATION	TBD
OTHER NEEDS IDENTIFIED IN SYSTEM REINVESTMENT STUDY	$79,430
REPLACE GREASE/OIL FACILITIES	$192
REPLACE MAINTENANCE PIT LIGHTING	TBD
REPLACEMENT AND RENOVATION OF STORAGE AREA CANOPY	TBD
RICHMOND SHOP - LIGHTING AND OFFICE	TBD
TRANSBAY TUBE UPPER GALLERY RENOVATION	$150
Total Facilities	***$110,900***

Note: all figures in thousands of dollars.

Work Equipment	Remaining Requirement
Tier One	
BUSINESS ADVANCEMENT PLAN (TRACK 2 PORTION)	$16,200
Tier Three	
COMPUTER AND NETWORK-RELATED EQUIPMENT	$30,000
Tier Four	
OTHER NEEDS IDENTIFIED IN SYSTEM REINVESTMENT STUDY	$12,570
Total Work Equipment	***$58,770***

Note: all figures in thousands of dollars.

Seismic Retrofit	Remaining Requirement
Tier One	
BART EARTHQUAKE SAFETY PROGRAM (SYSTEMWIDE OPERABILITY - TRACK 2)	$980,000
Total Seismic Retrofit	***$980,000***

Note: all figures in thousands of dollars.

Rolling Stock	Remaining Requirement
Tier Two	
FORCED REDUCED PERFORMANCE MODIFICATION	$3,000
Tier Four	
NEW ADDITIONAL REVENUE VEHICLE PROCUREMENT	$135,000
OTHER ROLLING STOCK SYSTEM CAPACITY CAPITAL NEEDS	$240,000
Total Rolling Stock	***$378,000***

Note: all figures in thousands of dollars.

Mainline	Remaining Requirement
Tier One	
CORE SYSTEM IMPACTS OF SANTA CLARA EXTENSION - MAINLINE	TBD
PLATFORMS AT AERIAL INTERLOCKS	TBD
RICHMOND CROSSOVER	$30,000
RIGHT-OF-WAY BARRIER IMPROVEMENTS	$300
Tier Two	
TRACTION POWER CAPACITY UPGRADES	$100,000
TRANSBAY CORRIDOR ENGINEERING STUDIES	TBD
Tier Three	
TRACK CAPACITY EXPANSION (POCKET TRACKS, SPURS, ETC.)	$100,000
Tier Four	
OAKLAND WEST BYPASS TRACK/THIRD TRACK WITH PLATFORM	$200,000
OTHER MAINLINE SYSTEM CAPACITY CAPITAL NEEDS	$240,000
Total Mainline	***$670,300***

Note: all figures in thousands of dollars.

TRACK TWO PROGRAM - Service & Capacity Enhancement Program

Stations	Remaining Requirement
Tier One	
BALBOA PARK - BART STATION AREA PLANNING (BETTER NEIGHBORHOODS 2002)	$1,500
BALBOA PARK - STATION CAPACITY EXPANSION (PHASE 1B - MASTER PLAN UNFUNDED PORTION)	$3,500
DUBLIN/PLEASANTON - TRANSIT VILLAGE BART COSTS	TBD
MACARTHUR - TRANSIT VILLAGE BART COSTS	TBD
PLEASANT HILL & RICHMOND - BICYCLE PAVILION (CONSTRUCTION ONLY)	TBD
PLEASANT HILL - STATION CAPACITY EXPANSION (MASTER PLAN)	$36,000
PLEASANT HILL - STATION NEW FAÇADE (MASTER PLAN)	$7,600
SAN LEANDRO - TRANSIT VILLAGE BART COSTS	TBD
SYSTEMWIDE - ADA ELEVATOR HANDS-FREE EMERGENCY PHONES	TBD
SYSTEMWIDE - AFC EXPANSION (FUTURE)	TBD
SYSTEMWIDE - BICYCLE RACKS	TBD
SYSTEMWIDE - CORE SYSTEM IMPACTS OF SANTA CLARA EXTENSION - STATIONS	TBD
SYSTEMWIDE - STATION ENHANCEMENTS AND ACCESS IMPROVEMENTS	$249,600
SYSTEMWIDE - STATION SAFE EXITS PROGRAM	TBD
SYSTEMWIDE - STATION SECURITY PROGRAM	TBD
SYSTEMWIDE - STATION VERTICAL CIRCULATION EXPANSION	$335,000
SYSTEMWIDE - TALKING SIGNS PROGRAM (PHASE 2)	$13,000
UNION CITY - BART STATION CAPACITY EXPANSION (MASTER PLAN)	TBD
UNION CITY - BART STATION PRE-EXPANSION PROJECT (MASTER PLAN)	TBD
Tier Two	
16TH STREET/MISSION - ARCHITECTURAL MODIFICATIONS	TBD
24TH STREET/MISSION - ARCHITECTURAL MODIFICATIONS	$6,000
BALBOA PARK - OCEAN AVENUE ENTRANCE (PHASE 2 - MASTER PLAN)	$42,000
COLISEUM - TRANSIT VILLAGE BART COSTS	TBD
PITTSBURG/BAYPOINT - TRANSIT VILLAGE BART COSTS	TBD
PLEASANT HILL - TRANSIT VILLAGE BART COSTS	TBD
SYSTEMWIDE - REAL TIME INFORMATION AT STATIONS	TBD
SYSTEMWIDE - "BIKES TO BART" SIGNAGE & INFORMATIONAL PROGRAM	TBD
SYSTEMWIDE - BICYCLE FACILITY SECURITY PROGRAM	TBD
SYSTEMWIDE - BICYCLE LOCKERS	TBD
SYSTEMWIDE - BICYCLE PARKING FACILITY ENHANCEMENT	TBD
SYSTEMWIDE - BICYCLE STATIONS AT TRANSIT VILLAGES	TBD
SYSTEMWIDE - FUTURE SYSTEM ACCESS PLANNING/MONITORING	TBD
SYSTEMWIDE - INSTALLATION OF HANDS FREE EMERGENCY TELEPHONES IN ELEVATORS	TBD
SYSTEMWIDE - STATION-SPECIFIC BICYCLE FACILITIES PLANS	TBD
SYTEMWIDE - ACCESSIBLE DIRECTIONAL SIGNAGE	TBD
WEST OAKLAND - TRANSIT VILLAGE BART COSTS	TBD
Tier Three	
BALBOA PARK - INCREASED CONCOURSE CAPACITY (PHASE 3 - MASTER PLAN)	$4,000
CONCORD - TRANSIT VILLAGE BART COSTS	TBD
PLATFORM NOISE REDUCTION STUDY	$150
SYSTEMWIDE - "ART AT BART" PROGRAM	TBD
SYSTEMWIDE - ACCESSIBLE PARKING AND PATH IMPROVEMENTS	TBD
SYSTEMWIDE - BICYCLE PAVILIONS	TBD
SYSTEMWIDE - BICYCLE STAIR CHANNELS	TBD
SYSTEMWIDE - ESCALATOR ENTRANCE CANOPIES	$22,000
SYSTEMWIDE - MISCELLANEOUS BICYCLE DEMONSTRATION PROJECTS	TBD
SYSTEMWIDE - OTHER STATIONS CAPACITY NEEDS	$240,000

Note: all figures in thousands of dollars.

	TRACK TWO PROGRAM - Service & Capacity Enhancement Program
WALNUT CREEK - TRANSIT VILLAGE BART COSTS	TBD
Total Stations	***$960,350***

Note: all figures in thousands of dollars.

Controls & Communications	Remaining Requirement
Tier One	
AATC - PHASES 4-5 (COMPLEMENTARY TECH., REMAINDER OF CORE SYSTEM & CENTRAL COMPUTER)	$138,000
CORE SYSTEM IMPACTS OF SANTA CLARA EXTENSION - CONTROLS AND COMMUNICATIONS	TBD
OPERATIONS COMPUTER REPLACEMENT	TBD
Tier Three	
BART ENGINEERING STUDIES - SYSTEM SIMULATOR	TBD
Tier Four	
OTHER CONTROLS & COMMUNICATIONS SYSTEM CAPACITY CAPITAL NEEDS	$240,000
Total Controls & Communications	***$378,000***

Note: all figures in thousands of dollars.

Facilities	Remaining Requirement
Tier One	
CORE SYSTEM IMPACTS OF SANTA CLARA EXTENSION- SHOPS AND YARDS	TBD
HAYWARD YARD - TWO SHOP LIFTS	$5,880
SHOP AND YARD CAPACITY EXPANSION	$195,000
Tier Two	
ADDITIONAL STORAGE FACILITIES	$9,720
SHOPS - ENERGY IMPROVEMENTS	$10,000
SHOPS - PG&E SERVICE UPGRADES	$4,000
Tier Three	
HAYWARD TRAINING CENTER EXPANSION	$4,500
Tier Four	
OTHER FACILITIES SYSTEM CAPACITY NEEDS	$226,000
TRAIN OPERATOR TRAINING SIMULATOR	$1,200
Total Facilities	***$456,300***

Note: all figures in thousands of dollars.

BART/TriValley Rail Extension	Remaining Requirement
Tier One	
BART/TRI-VALLEY RAIL EXTENSION (MAXIMUM UNFUNDED PORTION)	$913,000
Total BART/TriValley Rail Extension	***$913,000***

Note: all figures in thousands of dollars.

BART/East Contra Costa Rail Extension

	Remaining Requirement
Tier One	
eBART/EAST CONTRA COSTA RAIL EXTENSION (UNFUNDED PORTION)	$134,000
Total BART/East Contra Costa Rail Extension	***$134,000***

Note: all figures in thousands of dollars.

Other	Remaining Requirement
Tier Four	
RIGHT OF WAY MAPPING	$200
Total Other	***$200***

Note: all figures in thousands of dollars.

CIP Database Notes: FY05 Assumptions

Federal Sections 5307 & 5309

For FY04 and FY05, Sec. 5307 funds, Sec. 5309 funds, and companion local match (Bridge Toll funds) will be programmed, per agreement with MTC, on a one-time basis at a significantly higher level than in previous years. The 20% local-match requirement for these funds is assumed in the FY05 CIP to come from BART funds (approximately 25%) and Bridge Toll funds (approximately 75%).

For the post-TEA-21 years (FY04 on) the CIP assumes Sec. 5307 and 5309 funds at levels that are higher than programming during the TEA-21 years. For all years FY06 and beyond, the 20% local-match requirement for these funds is assumed to come from regional Bridge Toll funds. The actual levels of Bridge Toll funds to be programmed is likely to be lower, with programming levels more likely to match the levels of FY04 and FY05 (estimated Local Match = 50% BART Funds + 50% Bridge Toll Funds). The level of programming assumed in this FY05 CIP is significantly less aggressive than the funding levels assumed for the 30-Year Reinvestment Study. The 30-Year Financial Plan assumed funding levels will be revisited as that Plan is further developed in concert with the CIP.

For FY06 and beyond, planned programming for Federal Section 5307 funds is assumed to be at the maximum permitted $7.5 million annually for each of the four annually recurring projects now firmly established in MTC's Transit Capital Priorities programming (rail replacement, train control rehab, wayside train control rehab, and traction power rehab).

Planned programming for Federal Section 5307 includes a continuation of the region-wide 10% set aside for Americans with Disabilities Act projects. BART is expected to cover the full local match requirements for these 5307 funds and the FY05 CIP assumes that these funds will come from annual allocations from operating. BART is one of the few operators using these funds for capital projects, enabling easy tracking.

The FY05 CIP planned programming of 5309 funds for FY06 and beyond is assumed to be at the maximum permitted $7.5 million annually for each of the following recognized MTC Transit Capital Priorities, train control rehabilitation and wayside train control rehabilitation. Starting in FY08, a portion of the C-1 Car Replacement Project costs have been assumed to receive funding from Federal Section 5309 funds. The remaining portion of the C-1 Car Replacement project costs are shown in Track 2 (unfunded), pending adoption of the 2005 RTP/Transportation 2030.

STP/CMAQ

Programming for Federal STP/CMAQ has been included in the FY05 CIP at lower levels than the FY03 CIP, to reflect the December 2003 policy decision by the MTC to not fully fund the BART Transit Capital Shortfall amounts requested as part of the Transportation 2030 update of the 2001 RTP. In the FY05 CIP, this fund source is shown at $10 million annually (for an approximate total of $90 million over the 10-years of the CIP) programmed

to a placeholder project identified as future General Mainline Renovation. That programming represents only a portion of the December 2003 MTC transit capital shortfall amounts agreed upon, apportioned on an annual basis. It is assumed that MTC will program funds to cover transit capital shortfall projects according to MTC's new policy. Additionally, it is assumed that the individual counties will honor MTC's policy and program funds to cover agreed upon transit capital shortfall amounts. The counties may also program funds to lower priority renovation projects not covered by MTC's commitment, but that is not automatically assumed in this database.

STIP / Relationship to RTP & Countywide Plans

For the FY05 FINAL SRTP/CIP, an amended version of the 2001 RTP and the 2004 STIP are the programming guides in effect. The 2004 STIP was adopted on August 4, 2004, by the CTC and predominantly affected programming in San Francisco County, where all BART-related STIP projects were advanced via the AB3090 process. The 2001 RTP has already been amended with the December 2003 Transit Capital Shortfall policy adopted by MTC. System Expansion project funding plans have also changed and are explained in detail below. With the adoption of Transportation 2030, expected for January 2005, the 2001 RTP will be fully obsolete. Those changes will be reflected in the FY06 and subsequent BART SRTP/CIP documents.

Specific BART projects that are currently included in Tier 1 of the 2001 RTP and Countywide Plans are shown in the CIP. Those projects are usually shown in the STIP funding category and include Proposition 42 programming. The CIP reflects TCRP and STIP programming as of January 2003, without any incorporation of changes that may be required due to the current state budget crisis. It is likely that some of these projects will be removed, replaced or amended with the adoption of Transportation 2030.

See the STP/CMAQ section above as it relates to the transit capital shortfall identified in the RTP.

For bicycle and pedestrian projects, approximately $120,000 annually is assumed to come from Transportation Fund for Clean Air (TFCA) discretionary grant funds programmed from the region and county-level TFCA programs. This assumption is aggressive and actual funding levels will likely be lower.

BART-related projects listed in the RTP that have the funds being handled by other jurisdictions (such as the four transit village projects in Alameda County) will be discussed in the CIP narrative but will not be included in the financial tables.

County Sales Taxes/Regional Bridge Tolls

The FY05 CIP shows Track 1 funding for BART projects included in San Francisco County's voter approved Proposition K. Those projects shown in Track 1 are those prioritized for the first 10 years of Proposition K at this point in time.

With the passage of Regional Measure 2 (RM-2) in March of 2004, BART managed projects included in the voter approved expenditure plan for that measure are now shown in Track 1 of the Final FY05 CIP document.

Contra Costa County Measure J (Measure C renewal) has not yet gone before the voters for approval. Therefore, BART projects included in the expenditure plan for each of the measures have not been included as funded in Track 1 in the FY05 CIP, pending results from the November 2004 election.

The $980 million BART Earthquake Safety Program General Obligation Bond being placed on the November 2004 ballot in the District's counties is not yet included in Track 1 of the FY05 CIP, as it has not yet been approved by the voters.

Extensions / Relationship to Regional Transit Expansion Policy (RTEP)

The cost and funding for the SFO-Millbrae Extension is listed at $1.548 billion and is included in the FY05 CIP due to remaining FY05 and FY06 federal appropriations.

BART-related 2002 RTEP/MTC Resolution 3434 projects are reflected in the FY05 CIP, with amendments included to reflect the recent passage of Regional Measure 2 and subsequent funding plan adjustments. For the most part, the funding plan for these projects now reflect the most recent applications sent in to MTC as part of the Initial Project Review (IPR) for the RM-2 funds. Resolution 3434 projects include the Warm Springs Extension (WSX) and Oakland Airport Connector (OAC) projects, as well as the rail extension projects along Route 4 (eBART) and I-580. WSX, OAC, and eBART are each in the RM-2 expenditure plan. The Tier 1 RTEP and full funding plans for these projects are shown wholly within the FY05 - FY14 of the CIP in Track One, even if their cash flow projections carry beyond FY14. The balances of the project costs (for eBART and the I-580 project) are carried in Track Two.

The timing of expenditure commitments for both WSX and OAC are set to reflect current funding programming plans. Any possible financial impacts that might be caused by reconciling funding programming schedules with actual project commitment needs will be dealt with as necessary as those analyses are conducted.

The San Jose Extension will be discussed in the CIP narrative, but will not appear in the financial tables, since BART will not be the implementing agency.

Earthquake Safety Program / State Funds

The Track One Earthquake Safety Program is currently shown in the amount of approximately $330 million.

The sources for this amount includes $137 million from the Caltrans Local Seismic Safety Retrofit Program (less last year's planned amount by the 11.5% local match BART must now provide), $20 million from state TCRP, $10.2 million from STIP funds (Alameda CMA swap), $3 million in CMAQ/STP federal funds, and $10 million from BART allocations from operating, $17 million in future San Francisco Proposition K funds, and $135 million in RM-2 funds. The State's TCRP and Caltrans funds are not committed funds and are not likely to actually be allocated to the project, even though they appear in Track 1. No General Obligation Bond funds are assumed in Track 1 for this project at this time, pending the November 2004 ballot measure.

BART Funds

No further sales tax revenue bond issues are assumed at this time.

No bond sales are shown for the West Dublin/Pleasanton Station project and the project is not shown as fully funded.

No lease-leaseback of revenue vehicles is assumed at this time.

Allocations from operating are assumed at $13.8 million starting in FY06 and escalating at 3% annually, in accordance with the SRTP financial plan.

Allocations from operating are generally directed to a number of baseline, annually recurring projects such as Station Renovation, Facility Renovation, and Work Equipment Replacement (which includes inventory build-up and non-revenue vehicles).

Allocations not fully utilized in these baseline projects are used to build up Program-wide Contingency. This "use" can also be a source of BART local match to grants, as needed.

APPENDIX E: BART OPERATING FINANCIAL FORECAST – EXPANDED SYSTEM

($ M)	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
43-STATION SYSTEM															
Total Sources	723.5	749.7	776.9	805.1	834.4	864.6	896.1	928.6	962.4	997.3	1033.6	1071.1	1110.1	1150.4	1192.3
Total Uses	730.8	754.8	779.7	805.6	832.3	860.1	888.8	918.6	949.5	981.5	1014.7	1049.1	1084.8	1121.8	1160.2
Net Operating Result	**(7.3)**	**(5.2)**	**(2.8)**	**(0.5)**	**2.0**	**4.6**	**7.3**	**10.0**	**12.9**	**15.8**	**18.9**	**22.0**	**25.3**	**28.6**	**32.0**
West Dublin															
Passenger Revenue	6.2	6.7	6.9	7.4	7.6	8.6	8.7	9.4	9.6	10.3	10.6	11.4	11.6	12.5	12.7
Operating Expense	2.6	2.7	2.8	2.8	2.9	3.0	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9
Bond debt service	3.6	4.0	4.1	4.6	4.6	5.6	5.6	6.2	6.3	6.9	7.1	7.8	7.9	8.6	8.8
Net Operating Result	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
Oakland Airport Connector															
Passenger Revenue	10.8	11.3	11.7	12.2	12.7	13.3	13.8	14.4	15.0	15.6	16.2	16.9	17.6	18.4	19.1
Operating Expense	8.9	9.2	9.4	9.7	10.0	10.3	10.6	10.9	11.3	11.6	12.0	12.3	12.7	13.1	13.5
CAPRA	1.9	2.1	2.3	2.5	2.7	2.9	3.2	3.4	3.7	4.0	4.3	4.6	4.9	5.3	5.7
Net Operating Result	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
Warm Springs															
Revenue: Fares	10.2	10.7	11.2	11.8	12.3	12.9	13.5	14.1	14.8	15.5	16.2	17.0	17.8	18.7	19.6
Revenue: Parking	0.6	0.6	0.7	0.7	0.7	0.7	0.7	0.8	0.8	0.8	0.8	0.9	0.9	0.9	0.9
Revenue: TOTAL	10.9	11.4	11.9	12.4	13.0	13.6	14.2	14.9	15.6	16.3	17.1	17.9	18.7	19.6	20.5
Operating Expense	11.0	11.3	11.7	12.0	12.4	12.8	13.1	13.5	13.9	14.4	14.8	15.2	15.7	16.2	16.6
Net Operating Result	**(0.1)**	**0.0**	**0.2**	**0.4**	**0.6**	**0.9**	**1.1**	**1.4**	**1.7**	**2.0**	**2.3**	**2.7**	**3.0**	**3.4**	**3.9**
eBART															
Revenue: Fares	12.7	13.0	13.4	13.7	14.1	14.5	14.8	15.2	15.6	16.0	16.4	16.9	17.3	17.7	18.1
Revenue: Parking	0.8	0.8	0.8	0.8	0.8	0.9	0.9	0.9	0.9	1.0	1.0	1.0	1.0	1.1	1.1
Revenue: TOTAL	13.5	13.8	14.2	14.5	14.9	15.4	15.7	16.1	16.5	17.0	17.4	17.9	18.3	18.8	19.2
Operating Expense	17.6	18.1	18.7	19.2	19.8	20.4	21.0	21.6	22.2	22.8	23.5	24.1	24.8	25.4	26.1
Net Operating Result	**(4.1)**	**(4.3)**	**(4.5)**	**(4.7)**	**(4.9)**	**(5.0)**	**(5.3)**	**(5.5)**	**(5.7)**	**(5.8)**	**(6.1)**	**(6.2)**	**(6.5)**	**(6.6)**	**(6.9)**
NET OPERATING RESULT	**(11.6)**	**(9.4)**	**(7.1)**	**(4.8)**	**(2.2)**	**0.4**	**3.1**	**5.9**	**8.9**	**12.0**	**15.1**	**18.4**	**21.8**	**25.4**	**29.0**